FBIS-SOV-80-033
Friday
15 February 1980
Vol III No 033 Supp 043

Supplement

Daily Report

SOVIET UNION

MASHEROV REPORT TO BELORUSSIAN PARTY PLENUM

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MASHEROV REPORT TO BELORUSSIAN PARTY PLENUM

Minsk SOVETSKAYA BELORUSSIYA in Russian 13 Dec 79 pp 1-6 WA

["Report of Comrade P.M. Masherov": "On the Tasks of the Party Organizations of the Republic for Implementing the Decisions of the November (1979) Plenum of the CPSU Central Committee and the Positions and Conclusions Described in the Speech of General Secretary of the CPSU Central Committee Comrade L.I. Brezhnev at the Plenum of the Central Committee"]

[Text] Comrades!

The 10th Five-Year Plan is entering its finishing stretch. Its penultimate year is ending in an atmosphere of high political enthusiasm and intensive work by the Soviet people and all the people's struggle for the successful implementation of the decisions of the 25th CPSU Congress.

The November (1979) Plenum of the CPSU Central Committee has become a new and powerful stimulus to activating all this work and mobilizing the creative efforts and energies of city and rural workers for the successful fulfillment of the plans and targets of the five-year plan. In a very substantive and exceptionally important speech on its assessments and conclusions by Comrade Leonid Il'ich Brezhnev at the plenum, the creative work of the party and the people was summed up in regard to the past four years and a panorama of urgent tasks which all of us must resolve in the immediate future was clearly delineated. This speech and the decisions adopted by the plenum of the CPSU Central Committee constitute an all-embracing program of practical work for party organizations for the concluding stages of the 10th Five-Year Plan and subsequent years.

Communists and workers of the republic, like those of the entire country, are widely discussing the fundamental documents of the November Plenum of the CPSU Central Committee; they enthusiastically approve them and unanimously support them. They are fully resolved to successfully carry out the plans of the party with their shock labor, to better utilize the constantly growing resources of developed socialism and, relying on what has been achieved, to attain the end positions of the five-year plan.

We must today, in the spirit of a particularly businesslike approach, as demonstrated by the plenum of the CPSU Central Committee, deeply analyze progress in the fulfillment of plan targets, concentrating special attention on unsolved questions and problems that are of primary importance to boosting efficiency of production and quality of work. In the final analysis, it is a question of our practical actions in implementing on a full scale the demands of the plenum of the CPSU Central Committee and the directives of Comrade L.I. Brezhnev as outlined in his speech at the plenum.

I

In the course of implementation of the decisions of the 25th CPSU Congress and the vitally important directives and recommendations enunciated by Comrade L.I. Brezhnev at subsequent Central Committee plenums and also at the time of his visit to Minsk last year, we took a perceptible step forward in terms of scale of public production and improvement of its qualitative indicators.

Our industry approached confidently the concluding phase of the five-year plan. This year's growth of industrial production will amount to 7 percent and for the four years almost 34 percent instead of the 30.5 percent of the five-year plan for this period. A total of 1.8 billion rubles of products has been produced above the planned target versus the 1.5 billion rubles provided by the measures of the Central Committee of the Communist Party of Belorussia for the entire five-year plan. The four-year plan for total volume of production was fulfilled 4 December of this year. Sectors showing the most rapid development were the ones determining technical progress of the national economy: chemical and petrochemical industry, machine-building, instrument-making and radio and electronics. Five-Year plan targets were exceeded in output of consumer goods.

In our industry, certain qualitative shifts took place and production efficiency was boosted somewhat. In the four years of the five-year plan, labor productivity is to grow 21 percent and output of products of the highest category of quality--threefold.

Industrial complexes sustained further development in the production of potassium fertilizers in Soligorsk, nitrogen fertilizers--in Grodno, synthetic fibers--in Mogilev, capacities were expanded for motor vehicles, petroleum products and agricultural machinery. Owing to construction, modernization and expansion of existing enterprises, our national economy is being enriched with new fixed production capital worth almost 12 billion rubles.

Building up of the material-technical base of kolkhozes and sovkhozes is continuing and the scale of work on land reclamation has been expanded. Over the four years 5.7 billion rubles of state and kolkhoz capital investments were allocated for the development of agriculture, which is double their volume for the 8th Five-Year Plan as a whole. Deliveries of tractors, motor vehicles, other equipment and mineral fertilizers to rural areas have been increased. The power-worker ratio has increased 1.4-fold.

All this in combination with the high level of labor activity on the part of field and animal-husbandry workers will make it possible for us to advance significantly forward. According to preliminary data, in the four years, compared to the corresponding period of the Ninth Five-Year Plan, gross-production volume at kolkhozes, sovkhozes and other state farms is to increase by more than 20 percent, grain production--by 15 percent, sugar-beet--by 16 percent, meat--by 25 percent, milk--by 23 percent and egg production--by 70 percent. This year and for the four years of the five-year plan as a whole, the republic met the national-economic plan's targets for sale of sugar beet, potatoes, milk, eggs and wool to the state.

In the exceptionally difficult conditions of this year caused by drought, kolkhozes and sovkhozes showed a shortfall of about 40 percent for grain and a large quantity of flax fiber and other products. But in this situation due to the selfless labor of farm workers and to the active aid provided the farms by collectives of industrial enterprises, organizations and institutions, young students and servicemen, as well as the determined and purposeful work of party, soviet and agricultural organs, the damage that these extraordinarily extreme conditions could have caused the republic's agricultural production was significantly reduced. On the kolkhozes and

sovkhozes a good harvest was taken in of potatoes--186 quintals and sugar beet--265 quintals per hectare. There were sold to the state more than 1,100,000 tons of grain, almost 2 million tons of potatoes and more than 1.2 million tons of sugar beet. Purchases of milk amounted to more than 4 million tons, of livestock and poultry--1,140,000 tons and of eggs--more than 1.4 billion each. For the winter stabling period, coarse and succullent fodders were prepared in volumes that made it possible to maintain livestock and its achieved level of productivity. Agricultural workers of Brestskaya and Grodnenskaya oblasts are concluding with very good results the four years of the five-year plan. Thus the adopted measures have made it possible for us in significant measure to neutralize the negative consequnces of the drought.

As in the country as a whole, measures were implemented in the republic to raise the people's living standard. Per-capita real income in the past years of the five-year plan grew 16.4 percent, average monthly earnings of workers and employees--16.2 percent and earnings of kolkhoz members--32 percent. Payments and benefits obtained by the population from public consumption funds will be increased by 24.4 percent and will reach 3.7 billion rubles. At the expense of all sources of financing in the republic, there were built 16.7 million square meters of housing and there were erected many schools, kindergartens, hospitals, clubs and libraries. Retail trade turnover expanded by 21.7 percent and volume of everyday services for the population by 34.3 percent.

The undoubted achievements in all sectors of our economic and cultural construction create a solid basis for the solution of the national-economic tasks of 1980 and the five-year plan as a whole. This namely is the source of the draft plan of the republic's social-economic development for the coming year, which will be submitted tomorrow for study and approval by the BSSR Supreme Court.

What would I like to emphasize in this connection?

First of all, the fact that targets for raising the efficiency of public production have been developed in it more deeply than in prior years. The development of a large number of new types of products and the introduction of progressive technology, higher quality of products and reduction of the use of manual labor on the basis of mechanization and automation of production and improved work organization are planned. Growth of productivity of public labor is planned in an amount of more than 6 percent. This factor should be responsible for three-quarters of the production volume growth in industry, 80 percent in construction and the entire increase in agriculture.

To ensure the planned growth rate of production and its efficiency, fuller use of production capacities, material, fuel-power and financial resources is envisaged.

All this will make it possible in the end to increase national income by 7 percent; its absolute growth for the five-year plan will amount to 4.4 billion rubles.

The plan provides for further development of all sectors of the national economy. The volume of industrial production will increase by 5.9 percent, including machine building and metalworking by 8.8 percent, chemical and petrochemical industry by 14.9 percent and production of cultural, everyday and household use products by 14.5 percent. In terms of cost, our industrial production will be worth more than 25 billion rubles and in excess of 111 billion rubles for the five-year plan versus 74.3 billion rubles for the years of the Ninth Five-Year Plan.

For agriculture the plan provides for a 3.8-percent growth of gross production; further improvement of technology and organization of production and more effective use of land and all material-technical resources are projected.

Next year a big program of capital construction is to go into effect; its successful fulfillment will make it possible to increase fixed capital and to expand the base for further development of the economy and improved well-being of our people. According to preliminary calculations, the total volume of capital investment on the territory of the republic will amount to 4.1 billion rubles and for the five-year period more than 20 billion rubles of funds. Capacities will go into operation for the manufacture of 15,000 tons of kapron cord at the synthetic-fiber plant in Grodno and for 10,000 self-propelled combines at the Gomel' Agricultural Machinery Plant. Construction of the Mogilev Silk-Fabric Combine, the Kobrinsk Spinning Factory and other facilities will be continued.

As the plenum of the CPSU Central Committee requires, the main portion of the funds will be allocated for about-to-be-commissioned or carry-over installations. More than 18 percent of the capital investment intended for production construction is planned to be used for the reequipment and modernization of enterprises. In 1980, it is planned to build residential buildings with a total area of 4.1 million square meters. During the course of the whole five-year plan, 390,000 apartments will be made available, which will make it possible to improve the housing conditions of 1.9 million persons.

These, so to say, are the pluses of the draft plan. Many of its indicators are rather demanding but they still must be considered as minimal.

At the same time, the plan for a number of important positions does not enable us to reach the end targets of the five-year plan. The development of industry in the western part of the republic is lagging behind the average rate for the republic. The five-year plan is not being completely fulfilled in regard to production of chemical fibers and thread, tires for motor-vehicle and agricultural equipment, metal-cutting machine tools, wall materials, cement and some other types of products. In working out of the plan, no success was achieved in solving questions of making up of the lag in the food sectors of industry and in production and procurement of grain, flax, vegetables and meat.

As you can see, the plan has big minuses. They reflect the lapses and uncompleted work allowed to occur in the past period of the five-year plan. This involves first of all shifting of the starting time of construction of

a number of facilities, late commissioning and slow opening up of new capacities, partial utilization of existing capital and other material resources and the still low level of labor productivity.

As a consequence of this, growth of volume of industrial production for the five years is set at 41.8 percent instead of the targeted 43 percent. But this must not be permitted. In the course of realization of the plan, it will therefore be necessary to look without fail for any means of producing in 1980 an additional 2[illegible]0 million rubles' worth of products, including Brestskaya Oblast--24 million rubles, Vitebskaya--36 million rubles, Gomel'skaya--35 million rubles, Grodnenskaya--22 million rubles, Minskaya--22 million rubles, Mogilevskaya Oblast--28 million rubles and the city of Minsk --63 million rubles.

The experience of recent years shows that such volumes of above-plan production are quite within our possibilities. During the course of 1976-1978 the republic's industry, on the basis of finding and using production reserves, counterplans and wide-scale socialist competition, produced on an average on a yearly basis 280 million rubles toward the planned target.

Of course, putting out such an additional amount is not a simple task. Its successful attainment will require of party committees, soviet and operational organs, supervisors and party organizations of enterprises and associations a great deal of organizational and political work for the mobilization of labor collectives for greater intensification of production, rational and economic use of material, labor and financial resources for the attainment of big end results. And this should be considered as our first duty and most urgent task.

II

It will be very important from the first days of the coming year to achieve a precise rhythm of work for all units and to ensure a production growth rate of no lower than 7 percent, that is, that minimum which would guarantee unconditional fulfillment of both the annual and of the five-year plan. We must completely exclude repetition of errors and blunders permitted by a number of directors of enterprises and associations this year, when, on encountering difficulties in getting transport, fuel and electric power, they failed to counter them with self-discipline and organization of a high order and, in place of implementing concrete measures to overcome them, they assumed, so to say, the path of least resistance, allowing a reduction of production output to take place.

Party committees and organizations must give a principled evaluation of such actions and make those guilty strictly accountable for violation of state discipline. I want again to emphasize most definitely that no one whatsoever will be permitted to show a lack of discipline in plan fulfillment and thus to violate the firm principle of socialist management. Here no explanations, no difficulties, no objective reasons can be allowed. Plans, including intensive plans, must be fulfilled strictly. This is the foremost duty, the first commandment of a manager of any rank and of all labor collectives.

In addition, we must look everywhere for deep-lying reserves for above-plan production output. A detailed discussion took place about many of them at the recently held meeting of the republic aktiv. For this reaon, I would like to direct the attention of the plenum's participants only on certain aspects of the given problem.

Under conditions of limited resources of raw and other materials, fuel and electric power, one of the most important reserves for increase of production volume and raising its efficiency must be bolstering of a regime of economy. Unfortunately, these resources are far from being used in the best manner. At many enterprises the norm of operation is in a neglected condition; instances of mismanagement and waste are allowed to occur. For example, at the Bobruyskfermmash Association this year 400 tons of metal went elsewhere and at Gomel' Car Repair Plant metal was exchanged for spare parts, glass, felt and the services of transport organizations.

And do those directors of enterprises and organizations who divert from circulation a significant amount of metal for above-norm reserves act as good managers and in conformity to state policy? As of 1 October of this year these reserves in the republic amounted to more than 28,000 tons. Such a worthless practice in the utilization of resources results in some plants having metal surpluses and others remaining idle because of its lack.

Gossnab BSSR, our ministries and departments, people's control organs and party organizations must strengthen control over rational use of metal, cement and timber, decisively cut short cases of squandering and mismanagement and put in necessary order norm setting of expenditure and issue of stocks of these and other assets.

A great deal can and must be done by construction ministries and departments in economizing of material resources. But so far this has been permitted, putting it mildly, to take its own course. Consequently construction materials are being used most inefficiently. And for this it is high time to make strictly accountable builders and planners who are already at the stage of working out technical documentation, for they must provide for progressive methods of organization of construction and the use of most effective materials and constructions.

Large reserve possibilities of economy of raw and other materials and fuel exist in systematic improvement of the design of machinery and equipment that are being put out, reorganization of production technology and improvement of the system of material-technical supply on the basis of delivery of resources in the prescribed assortment and within the required time. In this area we have a certain amount of useful experience.

Thus, at the Minsk Bearing Plant, the replacement of metal by plastics in the fabrication of 16 parts made possible an annual saving of 70 tons of non-ferrous metals. In addition, labor productivity sharply increased and the quality and durability of products has been improved. Or, as another example, an improvement in the design of a cog-honing semiautomatic machine at the Vitebsk Machina-Tool Building Plant imeni Komintern reduced its weight by a ton.

But not all of our production and design collectives work in this manner. And it is no accident that the metal utilization factor in industry has long exceeded 75 percent, while in machine-tool making almost half of the metal goes to waste. I believe that no commentary is needed here. It is clear that intensive work is needed that would produce results of a high order.

Unrelenting attention must be devoted to the rational use of thermal and electric power. The balance of fuel and power resources for the coming year is going to be very strained. The Central Committee and the government of the republic has provided through the adopted decrees concrete measures for the organization of normal operation by enterprises and organizations under these difficult conditions. Now the task is to see that that which has been delineated is fully and universally realized.

But, as can be seen, our directives are far from being fulfilled everywhere. For the nine months of this year fuel economy in the republic was only 0.6 percent instead of the prescribed 3-5 percent, heat economy--2.5 percent and electric-power--2.6 percent instead of the targeted 3 percent. At a number of enterprises due to the absence of requisite control on the part of the ministries, Gossnab BSSR and Belglavenergo, manifestly excessive normative indicators are used. Thus, a check established that at 131 enterprises consumption norms for electric power were overevaluated by 10 or more percent. Much heat is lost as the result of poor preparation of buildings for winter or as the result of imperfect technology, obsolete equipment, low heat retention of industrial structures and residential buildings.

As was emphasized in Comrade L.I. Brezhnev's speech at the plenum of the CPSU Central Committee, the unconditional fulfillment of plan targets for fuel economy must be the concern not only of operational organizations but also all party and soviet organs from top to bottom. No matter at what rate we develop energy, conservation of fuel and power will in the future be a most important statewide task. The efforts of every collective and every worker must be aimed at their economy.

We cannot solve economic and social problems without resorting on a large scale to science. It is necessary to break up existing practice wherein science and production come in contact only at isolated points, whereas they must be integrated and organically fused in the process of joint solution of national-economic problems.

As was pointed out at the 19th Plenum of the CPB Central Committee, we still have not succeeded in finding a rapid application of scientific achievements on a wide scale, taking in not only individual enterprises but entire sectors. To say that scientists are not doing anything and not providing needed developments would not be correct. They are working and they are working rather fruitfully. On the whole, they are doing their part of the job rather well. We were convinced of this through visits just before the plenum to a number of scientific-research institutes, principally academic.

Take, for example, the Physico-Technical Institute of the BSSR Academy of Sciences. The efforts of this collective have resulted in the creation of a number of progressive methods of processing materials, sharply increasing labor productivity and ensuring savings of material and energy resources. At the institute there have been created on the basis of these developments models of unique equipment that are operative and make it possible to move on to essentially new technologies in a whole series of production operations in machine building, machine-tool making and the like.

We also saw a number of extremely promising scientific developments at the academic institutes relating to problems of reliability and durability of machinery, physics, nuclear power and other fields. But again their use in practice is being carried out at best at only a few enterprises although the solutions proposed by the research people can and must be used in many sectors. But time moves on, years pass and what has been created and built by the scientists naturally obsolesces. Ideas often die before they find their way into production practice.

We must therefore seek and find basically new forms of linkage between science and production that would assure a more definite influence of science on production. Neither money nor material-technical outlays should be spared in regard to this work. Why not, for example, achieve a strong link between leading machine-building enterprises and the already referred to Physico-Technical Institute? People say an experimental plant is needed. It is in fact needed to more quickly propel scientific ideas into production. Thus would it not be possible for our largest plants and associations of the likes of Belavtomaz, Minsk Tractor Plant imeni V.I. Lenin and machine-tool making and instrument making plants to find through cooperative efforts 9-10 million rubles of capital investment for this most important work, money which would easily be paid back in a short period of time?

The Council of Ministers, Gosplan BSSR and the BSSR Academy of Sciences should have in this connection a definite program of action, of course, not only for the development of an experimental base for this institute but also for other scientific institutions whose developments are important to the national economy.

In this connection I would like to again emphasize the exceptional importance of the fastest possible transition to the creation of powerful scientific-production associations where science, and its subdivisions, and its people, would be the dominant, commanding force. Without this, talk of accelerating scientific-technical progress will just remain talk and nothing more. We need to go on to deeds, to work up as quickly as possible and then solve all questions connected with the creation of such associations, especially relating to problems of an intersectorial character.

One such problem is the wide-scale use of the methods of powder metallurgy in various sectors of the national economy. This is an extremely promising direction in the development of science and technology, opening up broad perspectives for the creation of qualitatively new materials with given properties and for the improvement of a technology of fabricating parts of machines, reducing labor intensiveness and significantly reducing waste and losses of metal in the manufacturing process.

It should be said that in recent years our scientists and production people have already done something in this regard. With the aid of the Scientific-Research Institute of Powder Metallurgy of the Belorussian Polytechnic Institute, six sectors for the production of items from metallic powder have been created and are successfully functioning in the republic's industry; they are now producing a total of 6.5-7 million parts a year. The economic effect of adoption of the developments of the institute just at 22 Belorussian enterprises has amounted to 5.2 million rubles in the first three years of the five-year plan.

But all of this constitutes only the first steps taken primarily on the basis of initiative and self-initiative. The established sectors are of small capability, they can only provide for the minimal needs of enterprises. No precise ideology exists in this work; many reduce all the tasks of powder metallurgy solely to the organization of repairs of worn machine parts and components. But this is only part of the work, and not the most important one. The problem is much more broad and meaningful.

We have to create and introduce on a broad scale throughout the national economy, especially in machine building and metalworking, essentially new progressive technologies on this basis and provide for the output of new long-lasting materials, possessing a complex of required properties. We must decide where and how to embark now on the wide-scale use of powder metals in production and to designate groups of enterprises where this must be done on a first-priority basis (for example, Belavtomaz, the tractor plant and others), and then to determine for sectors of industry a new product mix of components and parts that are to be made totally from powders or produced with the application of the necessary coatings; at the same time, in addition to making such items stronger, to see that they have concrete indicators for reducing their weight and materials intensiveness and for anticorrosion protection.

In a word, Gosplan BSSR, the BSSR Academy of Sciences and the BSSR Ministry of Higher and Secondary Specialized Education will have to develop a comprehensive republic program of research, planning-and-design and organizational production solutions, which would have to be implemented quickly and on a planned basis and on an obligatory state basis rather than on the principle of it being done by whoever wants to.

It is gratifying that certain changes in this matter have already been outlined. The matter of creating a scientific-production association of metallurgy and protective coatings within the framework of the Scientific-Research Institute of Powder Metallurgy of the Belorussian Polytechnic Institute and an experimental-laboratory proving groun and a plant for manufacturing items made of metal powders has already been predetermined, as construction nas been provided for in the 11th Five-Year Plan. Everything possible must be done to have this complex go into operation as soon as possible, that is, to have it built within the next three years. Calculations show that the creation of a large specialized enterprise with a capacity of 10,000 tons of products a year within the aforesaid scientific-production association with the use of the already existing stock pile of the Scientific-Research Institute of Powder Metallurgy would ensure an annual saving of 30-35 million rubles and the freeing of 500 metal-cutting lathes and 2,300 workers; it would also save 22,000 tons of steel and its construction would be paid

for in four years. But this matter, naturally, goes beyond these most perceptible benefits. We must employ the created scientific-production association as a powerful scientific experimental and training base for the preparation of cadres of specialists and for the refining and subsequent wide-scale introduction of these progressive methods and technology in sectors of the whole national economy.

We must be more active in working up a long-term program of creation of new scientific-production associations on the basis of advanced technologies and scientific-technical development of products of an intersectorial character.

Once more it is necessary to direct attention today to the need for increasing control over the operation of lagging enterprises. We cannot tolerate the fact that their number recently has not only not grown smaller but has shown a tendency for growth. In the 11 months of the current year, 19.5 percent of industrial collectives failed to fulfill their product sales plan by 149 million rubles, 22.3 percent failed to meet their goals for raising labor productivity. This question is not only economic, it is also social. Lagging enterprises as a rule have a low level of organization and standards of production, as well as a large cadre turnover.

Take, for example, Bobruyskshina Production Association. For the third year in a row, it has not fulfilled its plan. Last year its management was changed. It would seem that there has been enough time to eliminate the defects. Nonetheless the enterprise continues to lag. Recently the situation in regard to plan fulfillment has gotten even worse. The association's new management in the person of its director Comrade Surovtsev is trying to explain this as being caused by all sorts of difficulties of a technical nature. But as analysis shows, the problem is not just that. Comrade Surovtsev has manifestly become involved in all sorts of reorganizations of organizational subunits, carrying out frequent insufficiently based shifts and replacements of cadres. The director's style clearly discloses traits of high-handedness and inconsistency in his actions. There has been created in the collective an unhealthy atmosphere, a lack of confidence among the cadres to get out of the rut; labor discipline has deteriorated; worktime losses and cadre turnover have significantly increased; there has been a growth of equipment idling and of nonproduction expenditures. This year 40,000 tires worth 3.2 million rubles were rejected. All this has resulted in this year's plan being underfulfilled by 55 million rubles. In brief, one of the country's largest enterprises has been moving over a number of years from bad to worst. This means that radical measures are needed here to rectify as quickly as possible and for certain the deficiencies that have been allowed to occur.

The plenum of the CPB Central Committee is right in making the directors of the Ministry of Construction Materials Industry (Comrade Bil'dyukevich), the Ministry of Industrial Construction (Comrade Mozolyako), the Ministry of Rural Construction (Comrade Danilenko) and the BSSR State Committee for Sel'khoztekhnika (Comrade Pozharskiy) strictly responsible for the long-term lag of many subordinate industrial enterprises. The republic Council of Ministers should establish strict control over the implementation

of concrete measures for the quickest possible elimination of existing defects in the operation of the aforementioned ministries and departments.

In view of the requirements enunciated in Comrade L.I. Brezhnev's speech at the November Plenum of the CPSU Central Committee, an important place in the work of party, soviet and operational organizations in carrying out of plans must be occupied by questions of an active search of reserves for growth of consumer goods production. The fact is that despite a total increase of their output in four years of 26 percent versus a target of 25.2 percent of the five-year plan for this period, our industry still far from completely satisfies the demand of the population for many kinds of products; some of them have become "deficit" items in fact. In particular, there are to be found interruptions in the sale of soap, soap powders and other items. What is the problem?

First of all, it should be emphasized that frequently the shortage of this or that product of mass demand artificially comes into being. Recently, under the influence of all sorts of nonsensical rumors of a supposed proposed increase in prices, the carrying out of a monetary reform and the like, there has been a sharp increase in the sale of goods, which are purchased as a reserve to be safe. This is what happened with flour this past summer, the sale of which in a number of rayons of Gomel'skaya and Mogilevskaya oblasts and in the city of Minsk showed on some days a tenfold increase over the ordinary, normal demand. Then bedclothes started to be bought up in the same way. Now an unhealthy stir has been created around household soap and certain other commodities.

Of course, trading organizations are at fault in this, because they, on the one hand, do not exert a sufficiently active influence in connection with the establishment of an optimum assortment structure of production and, on the other, they still have not learned how to really rationally deal with available commodity resources; they frequently concentrate their chief efforts on increasing volume of commodity turnover by any means. They do a poor job of studying consumer demand of the population, and this results in serious miscalculations.

Here is a concrete example. On the basis of ideas of current market conditions, the republic's trading organizations in recent years reduced their orders for detergents from the Brest Household Chemistry Plant and even refused to accept the manufactured product. As a result the degree of use of capacities of the plant started to fall from year to year and the sale of a portion of the detergents had to be made outside the boundaries of the republic.

At the same time, the occurrence of such negative phenomena as have been discussed is abetted to a large degree by not clearly thought out, unilateral actions by the consumer-goods industry. We have many enterprises that frequently increase production of high-quality and therefore higher-priced products at the expense of the overall number of products of a given products list and curtailment of production of less expensive grades of these products. When the cheaper goods disappear from the counter and only expensive kinds are to be found, a difficult situation is created in which there appears to be a general increase in the prices of these or those goods.

Narrow departmental displays, both on the part of industry and on the part of trade, cannot be tolerated in the solution of these serious problems. Pertinent republic ministries and departments, party, soviet and planning organs should institute here the necessary order.

We must decisively improve the use of the capacities of specialized enterprises for the purpose of significantly expanding the output of consumer goods. The reserve capabilities here are great. In the city of Dobrush, for example, there has been built a modern plant equipped with high production equipment for the production of chinaware. But its output, to put it plainly, is far from what would be possible with good work organization. The approved plan for the manufacture of this highly in demand product is being fulfilled only 70 percent. This is unforgivable. Unfortunately, this is not the only example of its kind.

A much greater contribution could be made here by enterprises of machine building and other sectors of industry. We have good examples of some of them being actively engaged in the production of consumer goods. At the Polotsk Glass-Fiber Plant, the Gomel' Gidroavtomatika Association, the Vitebsk Plant of Electric Measuring Instruments, the Grodno Plant of Trade Machine Building and others, the relative share of articles of cultural and household use within the total volume of production amounts to five and more percent. At the same time at every fourth enterprise of the machine-building sectors, the share of such products in the total volume of production does not exceed one percent. The fault here lies together with the directors of the associations and plants with the local party and soviet organs which do not make the necessary demands and are not concerned with the creation of necessary conditions for increasing the production of goods for the people.

No interest is being shown in orders of trading organizations by such technically highly equipped enterprises with such big production possibilities as Minsk's tractor, motor-vehicle, bearing and tool plants, the association for computing equipment, the Bobruysk Machine-Building Plant and a number of others, which have been putting out for a long time what are generally needed products, but in this connection they do not display constant concern for expanding their assortment and raising their quality.

We must become engaged more concretely in the work of the food industry. Because of lapses existing here in the trade network, there is a lack of the necessary assortment of bread, roll and confectionery products; interruptions are allowed to occur in supplies to the population of dairy products. The possibilities are not being fully realized for increasing food resources through increased processing of agricultural raw materials and comprehensive utilization of all their components. At the republic's meat combines, emergence of finished products from a ton of processed livestock is 18 percent lower than the average for the country and in neighboring republics. Progressive technological processes have not found wide application so far. Thus, the single-phase method of thermal processing of meat, reducing its losses by 20 percent through freezing is being employed at only 4 of the 23 meat combines. The directors of the Ministry of Meat and Dairy Industry and the Ministry of Food Industry of the republic would

find it worth their while to think over in a fundamental way these questions and to provide their practical solution in the immediate future.

Our people are not just waiting for increased production of these or those varieties of consumer goods. We have a lot to do to raise the quality of consumer goods, for we are lagging in this. The relative share of products with the Seal of Quality produced at enterprises of the BSSR Ministry of Light Industry amounts to 12.7 percent and the BSSR Ministry of Local Industry only 8 percent of its total volume. There are still being produced many articles that are not in conformity with the requirements of the All-Union State Standard /GOST/ and technical conditions, obsolete in style and also models that are not in demand by the population. It is therefore no accident that as of 1 October of this year, the trade network had an accumulation of products that were not moving of have been lying around for a long time worth 40 million rubles.

There are many complaints from consumers about the quality of agricultural products. What can one say, many defects are still to be found on the fields and farms and what is produced does not always meet the requirements of high standards. Heads and specialists of kolkhozes and sovkhozes must carry the full measure of responsibility for their failures. What is even more intolerable is the fact that on the way to the consumers there is often lost that level of quality which is attained at the price of many efforts by farming workers. It is not hard to become convinced of this by visiting our stores that trade in vegetables, potatoes, fruits and even meat and dairy products. For example in 1978 in the system of state trade 27,000 tons (8.5 percent) of procured potatoes and almost 19,000 tons (6.5 percent) of the vegetables failed to reach store counters by reason of spoilage and consignment as feed for livestock.

In order to rectify the situation, we need the coordinated actions and mutual responsibility by the Ministry of Agriculture, the Ministry of Trade, the Ministry of Meat and Dairy Industry and the ministries of light and food industry of the republic and the Belorussian Union of Cooperative Societies. Together with Gosplan of the republic, they must work out and implement such a system of incentives and control as would stimulate the workers of every department to get to the consumer as large a quantity as possible of products of the highest quality.

It is necessary to increase the demand on local soviets of people's deputies and their permanent commissions relating to the state of affairs on increasing production, expanding assortment and improving the quality of manufactured articles and food needed by the population as well as the organization of their trade. Things must be arranged in such a way that not a single case of shortage of goods due to negligence, irresponsibility and bungling by these or those workers goes unpunished. Every specific individual who is at fault must be made subject to the strictest responsibility.

III

The successful realization of our social-economic program for the next year and the five-year plan as a whole will be largely determined by fulfillment of plans in capital construction. In conformity to the decisions of the

November Plenum of the CPSU Central Committee, much has to be done in the immediate future in this sector. We still have here many serious defects and slips. In the past four years, the national economy of the republic will have had a shortage of fixed capital amounting to 300 million rubles. Construction of new capacities at the Mozyr' and Polotsk petroleum refining plants, the Vitebsk Color Television Plant, the Brest Carpet and Cloth Association and the Belorussian Optical Machine Association, as well as many other facilities is being delayed. Targets have not been met for the erection of housing accommodations, especially buildings being constructed with funds of housing construction cooperatives. There is a lag in the construction of hospitals, vocational and technical schools, facilities for everyday services and others. A large drop (of 12 points) has occurred in the fulfillment of targets for growth of labor productivity in construction. All this, as it were, stems from sins of past years, for which, by the way, no one should be forgiven.

As has already been stated, a solid construction program has been planned for next year. Naturally, all those connected to its realization have ahead of them a great deal of work.

That which must urgently be done was discussed in detail at a meeting of the republic aktiv. The data of the directive must be implemented everywhere without fail. Without repeating what was said earlier, I would like to dwell today on certain aspects of improving the management and operation of capital construction, that is, those questions on which first and foremost the fate of our plans depends.

What does this mean in concrete terms?

Probably everyone knows that a high level of effectiveness of capital investment, material and labor resources could not be attained by us if the antistate practice of dissipating them were to continue. And seemingly everyone is in agreement here; but, unfortunately, only in regard to words. When it comes to deeds, everything is the other way around. Practically every director tries to begin construction on as many projects as possible, completely forgetting the possibility of their scheduled inception of operation. The result is that this process in essence is controlled by no one. Consequently, we have under construction at this time more than 20,000 facilities whose completion will require about 12 billion rubles. The construction time of many of them exceeds norms severalfold. For example, the hospital in Mozyr' has been under construction for 7 years, a hostel of the hotel type--5 years, and its opening is planned only in 1981. There are many such examples.

Gosplan BSSR, the republic offices of Stroybank and Gosbank and party and soviet organs have to erect an iron barrier in the way of dissipation of capital investment and in regard to this increase demands on directors of associations and enterprises of republic and union subordination assuming the role of clients. In other words, the need is to actively and decisively draw a statewide line and finally to establish the necessary order.

This applies equally to providing construction projects with the required technical documentation within the prescribed period. There are still many

defects here. According to data of the BSSR Committee of People's Control on construction projects included in the draft plan of capital construction for 1980, as of 1 September necessary documentation was lacking either completely or partially for 568 projects whose volume of work amounted to almost 90 million rubles. Incidentally, I want to note that it was supposed to have been presented to the clients for coordination with contracting organizations before 1 July. Such liberties are intolerable. It would seem that everyone understands that it is impossible without documentation to prepare for the onset of construction, to order in time the required materials, constructions and equipment and to work out intelligently plans of work organization.

Gosplan BSSR and oblispolkoms, ministries, departments and client enterprises must strictly adhere to the indicated requirement and exclude from the plan all facilities that lack plans and estimates, with the released funds going toward the completion of already started projects or to facilities that have provided on time the necessary technical documentation. Republic offices of Stroybank and Gosbank must establish strict control over the implementation of this requirement.

It is time to solve practically the following question. At ongoing projects in the republic there are annually installed about 1,200,000 units of various equipment. Analysis shows that more than 60 percent of it is delivered at starting facilities in the second half of the year, which has a negative effect on the load of installation and finishing organizations; it creates crash-work situations and in some cases prevents fixed capital being put in operation. Gossnab, Gosplan and ministries and departments of the republic and client enterprises must reorganize their work in such a way that all construction starts are equipped with the necessary equipment in strict conformity to the technology of construction-installation work and, as a rule, no later than three months before scheduled operation. Incidentally, by this time all facilities about to be commissioned must without fail be provided with operating personnel. All this makes it possible to complete installation of equipment in time, to carry out its inspection and finishing work and finally to obtain more quickly a return on the funds invested.

It is essential to bring to a logical conclusion the following question. I have in mind the fact that so far the system of production and technological equipping of facilities according to the principle of "supply-construction project" has not been entirely effective in operation in the republic. At the very least its introduction of costs has been considerable. Paradoxical happenings have been disclosed. The technologists of construction production were found to be in the background. They were pushed away from the solution of many problems of engineering provision of construction projects, which resulted in the absence of responsibility for heads of trusts and services of ministries of industrial construction, installation and special construction work directly answerable for this sector of work. Mainly, on the basis of this reason violations are allowed to occur in regard to supplying builders with necessary qualities and profiles of rolled metal and pipe, which results in tremendous overexpenditures of material resources and the production of expensive incomplete constructions. Today it

is perfectly clear that it is impossible to continue to work further in this way. Comrades Negerish, Mozolyako and Antonovich will have to reorganize and find more acceptable solutions and, if necessary, make the proper proposals to the CPB Central Committee and the republic government.

There is one more essentially important question connected with the necessity of correcting errors in the management of construction. I refer to the fact that recently serious miscalculations have been made in the course of specialization and concentration in this sector of the economy; I would call them blunders in the organizational-structural and administrative spheres of operation of the construction ministries. The basic fault lies in the fact that one of the most important subunits--the construction trust (production association)--was found in essence to be bled white, deprived of the possibility of actively influencing the course of affairs, directly answerable for the most important processes of construction production and their management.

If excesses have been allowed to happen here, they must be corrected. Specialization and centralization in construction should be further developed and their management improved. But this should be done within reasonable limits without belittling or limiting the role and place of trusts (production associations), which then and now must operate as important production administrative subunits in the organization of all construction work. They have to be large and strong and have at their disposal those means which would allow them to solve independently if not everything at least a great deal effectively and, as a rule, directly at construction sites, eliminating unnecessary coordination and recoordination and flow of paper and telegraph correspondence.

Another thing is equally clear. Despite the fact that the ministry and its subdivisions perform exceptionally important functions in the organization of management of construction, there cannot be excluded from this oblast organizations and local party and soviet organs. And this applies first and foremost to those questions which have to be solved effectively without any delays and reassignments.

We consider as interesting and rather instructive the work experience of Belmezhkolkhozstroy (chairman--Comrade Kichkaylo). They did right by keeping within the oblast essentially all problems of organization and management of construction. This became possible due to the fact that a corresponding material base has been created in the oblast associations. And this is commendable. The results of Belmezhkolkhozstroy's work show that it is on the right path. For the four years of the five-year plan fulfillment of targets will be attained for making operational production buildings, housing, cultural and social facilities. Labor productivity will have increased 21 percent. The quality of executed work has significantly improved.

This plan designates certain positive changes in the BSSR Ministry of Industrial Construction. New bases are being created and existing ones are being improved or modernized in a number of the republic's cities. All of them were either created or are being constructed according to modern

plans, which will allow the trusts themselves to solve most questions of organization of construction and significantly save on transport hauls.

The BSSR Ministry of Rural Construction, which could have borrowed a great deal from Belmezhkolkhozstroy, has taken a wait and see position despite our hints and so far has lacked the confidence to take the first step. For a long time now matters have been ripe for the creation of oblast associations, expansion of mobile mechanized columns, and the transition to the flow method of construction, which has already been verified by them. I hope Comrade Danilenko understands that all of this is addressed directly to him. We expect of you, Comrade Danilenko, more active practical actions. This is all the more so since the general results of the operation of the ministry so far cannot be considered good.

Both in the Ministry of Rural Construction and in our other construction departments, we will have to develop and improve the production base on three levels: ministry--trust--construction administration. At the top level there will have to be created on an essentially new technical basis large enterprises of the construction industry for the production of effective constructions of high plant readiness. It will be necessary to organize in all of the construction trusts as soon as possible bases of production-technological equipment with highly mechanized production operations. Construction administrations and mobile mechanized columns must contain equipping sections, mobile concrete-mixing units, technological transport, repair shops and the necessary means of mechanization.

We have to deal more determinedly with provision of cadres for construction projects. There exist in this connection pertinent documents of the CPB Central Committee and the republic government; directives have been put out on more occasions than one. Unfortunately, the measures described in these documents have so far slow in implementation, not as we had planned. The heads of construction ministries and departments and local party and soviet organs must execute them in full so as to create for construction workers the necessary production and living conditions, contributing to the retention of cadres in the work collectives.

On resolving all these questions in their ramifications, we shall provide a major guarantee to ensuring the implementation of the construction program and progress forward more successfully.

IV

We shall all be faced this next year with large scale, intensive, in the full sense of the word, work in the field of agriculture. Unfortunately the indicators of the draft plan for 1980 do not provide a way out in regard to many position of this sector of the economy for the targeted volumes of production and procurement of agricultural products for the five-year plan. And although this is to a significant degree the result of the operation of objective factors, particularly the negative consequences of this year's drought, we still shall have to do everything possible to make up the shortage. The five year plan must be fulfilled in its entirety.

Consequently in the realization of the targets of the coming year, it will be absolutely necessary to find additional sources to eliminate the indebtedness for these or those types of products. And we are faced with a big debt to the state. In the four years, the republic had a shortfall of 226,000 tons of grain, 116,000 tons of flax fiber, 267,000 tons of vegetables and 189,000 tons of livestock and poultry. The farms with the biggest indebtedness are those of Vitebskaya, Mogilevskaya and Minskaya oblasts.

In this connection, our cadres and all rural workers will be required to achieve a significant growth of indicators next year.

What are the positions that we shall have to take?

I shall start off with grain farming. We must produce not less than 32 quintals of grain crops per hectare and achieve a harvest of all grain crops in the amount of 9.5 million tons.

The task, as you can see, is extremely difficult and exceptionally responsible. But at the same time it is quite realistic, and we are in a position to handle it.

And without losing a single day, we must now prepare to solve it, to prepare actively and purposefully, thoroughly and everywhere. First of all, it is necessary to thoroughly and comprehensively analyze the results of the work of kolkhozes and sovkhozes for the past period, the operation of all parts of the agroindustrial complex and the management of agricultural production and to disclose the true reasons for the defects and blunders permitted to occur in the course of implementation of plans and commitments. This should permit all our cadres from top to bottom to extract the necessary conclusions from the lessons of preceding practice, especially of this year and the methods and means of a higher level of management.

If we were to speak in a generalized way, this year has taught a great deal to all of us.

First, it disclosed both the strong and fully revealed the weak sides of the work of party committees and organizations, soviet and agricultural organs, heads and specialists of kolkhozes and sovkhozes and provided rich material for further improving the style and methods of our work and organizational, mass-political and operational activity. It made it possible to picture and see cadres of all levels in real affairs, the ability to mobilize the strength, will and energy of peoples and to lead them to the solution of exceptionally difficult and at the same time extremely important tasks. It clearly showed that under ordinary conditions of work weak cadres may remain unreplaced for a long time, that is, their helplessness and serious amount of undone work do now show up so much in relief in uncomplicated, relatively easy conditions of work.

Second, the effect of negative weather factors and unfavorable environmental conditions is significantly smaller in those places where a high level of farming is practiced, where purposeful work is systematically conducted to continually raise soil fertility, where large doses of organic fertilizers are applied, where all technological operations relative to the preparation

of soil, sowing and care of sowings and harvesting of agricultural crops are conducted in a quality manner and with strict observance of optimal time periods.

An example of operation that is truly on the level of modern requirements is to be found in the case of the farmers of Osnezhitskiy Kolkhoz of Pinskiy Rayon, where they harvested this year a big crop--44.8 quintals of grain per hectare.

In excess of 40 quintals of grain were produced by kolkhozes Peramoga of Zhitkovichskiy Rayon, Progress of Grodnenskiy Rayon, imeni Shchors of Novogrudskiy Rayon, imeni Gastello of Minskiy Rayon and the Lyubanskaya Experimental Base of Lyubanskiy Rayon. Forty-seven farms gathered more than 30 quintals and 104 between 25 and 30 quintals of grain per hectare. Grodnenskiy, Kobrinskiy, Stolinskiy and Korelichskiy rayons have produced an average of 22-25 quintals.

I could cite other examples confirming the correctness of the reached conclusion. In Dokshitskiy Rayon, the natural fertility of the soils is on the average below that of Vitebskaya Oblast. But constant painstaking work on increasing production with organic fertilizers, they apply them here each year in an amount of more than 20 tons per hectare of plowland (11-12 tons for the oblast) and on raising the level of farming as a whole has permitted the farms even this year to obtain from each harvested hectare a rather decent yield of grain crops--21 quintals. For comparison, it reached on the average 17 quintals for the oblast.

This convinces us again and again that increased production of quality organic fertilizers and improved overall cultivation of soils constitute a strategic direction for all of our cadres' work in ensuring a high level of intensification of farming in general and grain farming in particular.

Consequently, the realization of the plans of next year is directly dependent on organization of work dealing with accumulation and hauling of organic fertilizers. There must not be any dawdling here. Nonetheless the existing situation sends a note of warning, perceptible changes have not occurred in this area.

It has been emphasized more than once that the main way of increasing production and improving the quality of organic chemistry lies in the full use of liquid and semiliquid manure, wide-scale adoption by kolkhozes and sovkhozes of the technology of maintaining neat cattle on a deep and periodically removed litter and construction at animal-husbandry farms of manure storage facilities, liquid-manure tanks and other retention devices. But significant changes have not been observed so far. The time has arrived to make those strictly accountable who are guilty of not fulfilling these directives and requirements.

The existing practice of applying organic fertilizers must also be changed. We have been applying them so far only to each third hectare of barley and tenth hectare of winter rye. Under such conditions is it possible to have a big harvest of grain crops or resistance of grain fields to water and temperature fluctuations? Of course, not. By the time of next spring's field work, we must have as a rule: application to grain crops about 40

percent of the yearly volume of organic fertilizers. On the whole, each hectare of spring sowing should receive not less than 21 tons of high-quality composts.

Third, with the conditions of the present year, it has become clearer than every before that the selection of mineral fertilizers for kolkhozes and sovkhozes and their use on farms must be put on a strict scientific basis to provide thereby optimal doses of the nutrients of applied fertilizer with account being taken of the mechanical composition and level of soil cultivation, the amount of organic fertilizer, the varieties of crops being grown and expected yield.

We must finally completely eliminate from practice a negative phenomenon permitted by a number of farms, namely the application of excessive norms of nitrogen to grain crops. It is time for agricultural specialists to understand that this does a great deal of harm, since in years of excessive moisture such sowings strongly tend to lodge and yield puny grain and in drought years--burn most frequently.

Gosplan and the BSSR Ministry of Agriculture ought to improve the procedure and practice of allocation and deliveries of mineral fertilizers to rayons and farms, giving preference to those who achieve their highest reimbursement. I would like to emphasize once more that yield from mineral fertilizers is not an abstract concept but a criterion of efficiency of use not only of mineral fertilizers but also of other harvest contributing factors. Through it as through a prism there are refracted without exception agrotechnical techniques and the times and quality of performed work. This is a generalizing, integral indicator reflecting the level of operation not only of grain farming but also of plant growing as a whole. Therefore the task is to work determinedly and purposefully for greater effectiveness of fertilizers applied to all agricultural crops and through their reimbursement to control and raise the level of all conducted organizational-technological measures for raising yield. In this plan we place high hopes on the newly created Sel'khozkhimiya Association in the republic which must become more actively engaged in the work and conduct it with determination.

Fourth, the spring-summer weather anomalies clearly disclosed many major violations in the agrotechnology of cultivation of agricultural crops, in the establishment of a structure of sown areas and in the organization of use of material-technical and manpower resources.

Of course, this is not the first time that these questions have arisen in front of us. In this regard many directives and concrete recommendations were issued. But, as can be seen, in essence no control exists over their realization and necessary accountability of cadres for nonadherence to the elementary rules of agrotechnology on the part of both the BSSR Ministry of Agriculture and local soviet organs. For each director of a farm and even more so for a specialist-agronomist, strict observance of the whole complex of technological operations in the conduct of field work must be an immutable rule. And no leniency can be allowed anyone, no matter who, in these or those violations.

We must work more deeply into questions of structure of sown areas, taking into account soil differences and the resources of farms. The acute need for implementing these measures stems from the fact that when there is a shortage of moisture on large areas of sandy and sandy loam soils with underlying sands, a wide range is to be found in the yields of different grain crops. This is to be observed on heavy clayey soils with an undulating relief and a complex configuration of fields. All this obliges agricultural organs to take a more active part in eliminating such diversity, paying special attention, while solving other problems, to the introduction into practice of new varieties of crops of the intensive type and the strict observance of strain changing and significant improvement of all seed material.

As for increasing the effectiveness of technical aids, the tried and tested complex mechanized detachments and links will have to become the basis of the organizational form of utilization of the machine-tractor park on all farms and at all stages of operation of agricultural work.

Fifth, this year has shown that stable operation of farming is unthinkable without further expansion of the volume of work on land reclamation, without further raising the technical level of draining and moistening systems. It also disclosed defects and miscalculations that occurred earlier in the performance of these operations. We were witnesses this year when large areas of reclaimed land in Gomel'skaya and partly in Minskaya, Mogilevskaya and Brestskaya oblasts showed crops in a depressed condition or even destroyed here and there. And this occurred mainly because water conditions had not been controlled, as should have been the case, on such fields.

Unfortunately, our situation is such that kolkhozes and sovkhozes can use productively only a fourth of the reclaimed lands, that is, only those lands on which a two-way control of soil moisture is provided. This requires planning and agricultural organs of the republic in the immediate years ahead to sharply increase the volume of work relating to modernization of obsolete systems, to create there reliable sources for the watering and moistening of the lands and to learn without fail how to manage water conditions and to prepare thereby a reliable basis for intensive operation of farming under any weather conditions. When turning over the renewed land for use by kolkhozes and sovkhozes, land reclaimers are obligated to offer a guarantee that these areas have been improved and that the fields here will provide a high standard of farming with a guaranteed harvest. This must become an immutable rule, an obligatory condition in the operation of the BSSR Ministry of Land Reclamation and Water Resources, Glavpoles'yevodstroy and the republic Ministry of Agriculture. Their responsibility for this must be tripled.

As you see, we have big reserves for further intensification of farming; by using them fully we have all the means for increasing next year compared to 1978 gross grain yield by 2-2.3 million tons. Only through an increase in yield with the help of organic and mineral fertilizers is it realistic to think of obtaining an addition in yield to the given level of 2-2.5 quintals per hectare and thus provide no less than an extra 0.8 million tons of grain. For this end it will be necessary to struggle, to struggle determinedly and purposefully. We can increas the yield of grain crops by still another 4-5 quintals on the average per hectare and pour into the granaries

1.2-1.5 million tons of grain if we in earnest get down to improving everywhere agrotechnics and the technology of cultivation of agricultural crops, the grain-field structure, introduction into production of new highly productive varieties and improvement of the sowing qualities of seeds, reduction of the time of conducting field work, comprehensive use of chemical agents for the protection of plants and also the extirpation of all causes responsible for losses of cultivated produce. All this taken together means that we can and must without fail assume the positions for grain production indicated by the measures of the Central Committee.

The main way of achieving the goal is that of an incomparably higher level of work at all stages of the battle for the harvest. And we can achieve this if the accumulated experience of work under the conditions of a difficult year is further developed and carried over into the practice of operation of a year with ordinary weather conditions. This obligates us, deeply understanding the conclusions of the lessons of past years, to put into full operation all the factors providing for the targeted yield and gross grain harvest on each farm and sovkhoz of the republic. At the same time, as recommended at the republic seminar on agriculture in Minskaya Oblast, it is essential to have a reserve of strength to achieve a guaranteed emergence to high indicators. All work connected with preparation for spring must be conducted with account being taken of these requirements.

We need to prepare now in the same way for the successful realization of the designated plans for fodder production. This year has also taught all of us an instructive lesson relating to these problems. Our cadres learned a great deal, achieved much and, most important, found tremendous additional sources of adding to fodder resources, which have not been used in ordinary years. This allowed us under extremely difficult conditions to nevertheless fulfill the hay procurement plan 100.5 percent, haylage--73 percent, silage--145 percent, dehydrated feeds--136 percent and to get from nonagricultural fields almost 11 million tons of grass and leaf-twig mass. And although the deficit of grain forage was not made up through procured coarse and succulent fodders, what has been accomplished, however, makes it possible, as has already been said, to solve a problem of first priority to us --preservation of the planned number of cattle and the earlier attained level of their productivity. What appeared to be impossible has turned out to be possible.

The conclusion is forced upon us. Work on fodder production must be conducted on an entirely different scale, with other methods, on a new organizational basis and with the highest responsibility on the part of cadres of all units. The agricultural and forest lands of the republic make it fully possible under any weather conditions to procure a sufficient amount of coarse and succulent fodders both for collectivized animal husbandry and for livestock personally used by citizens and in favorable years to establish a reserve of them. And the task of all tasks is to realize these possibilities.

As before, the chief source of forage resource must be fodder crops in field and meadow-pasture crop rotations. Improvement of their structure and technology of cultivation and intensification of fodder production constitutes the main track for solution of the problem.

Next year the needs of collectivized animal husbandry alone will require the production of not less than 3.3 million tons of hay, 10 million tons of haylage, 4.2 million tons of silage, 4 million tons of root crops and 400,000 tons of dehydrated feeds. In addition, this objective will require the allocation of about 4 million tons of grain forage of own production and 2.5 million tons of potatoes. If you consider that we essentially no means of expanding sowings of fodder crops, the accumulation of such a quantity of forage would be possible only under the condition of a significant rise in their yield.

Incidentally, work in this direction cannot sustain any criticism. We must not tolerate the fact that fodder crops, occupying 35 percent of the structure of plowland, provide only 30 percent of the fodder of their total volume, while yield on the average for the republic does not exceed 20-23 quintals of fodder units per hectare. The problem does not lie so much in inadequacy of fertilizers, as many heads of farms and rayons attempt to represent, as in the passiveness of work and in the lack of able management in regard to the land. The BSSR Ministry of Agriculture must manage this sector of agriculture and manage it not with bureaucratic formal methods but in an efficient way so that it would be possible to produce even in the forthcoming year 35-40 quintals of fodder units per fodder hectare from plowland and 25-30 quintals from natural fields. We should work out and propose to kolkhozes and sovkhozes a structure of fodder area that would make it possible to produce the biggest amount of forage per unit of land area and meet the specialization of animal husbandry. There will have to be predominant here crops of a highly intensive type, making it possible to obtain under any conditions crops with a high content of protein, carbohydrates and other nutritive components. I have in mind first of all legumes, root crops and corn. The latter was already referred to at the 19th Plenum of the Central Committee of the Communist Party of Belorussia. I will only add that here we must immediately master the technology of growing it with minimal expenditures of labor and have sowings reach 300,000 hectares next year.

I would like to direct attention to another side of the problem. Recently we have leaned toward increasing the production of dehydrated feeds. And this is correct. But in expending tremendous energy resources on their preparation, the farms have not achieved the necessary results due to the extremely low quality of the vitamin flour. You cannot call this anything but waste, and an end must be put to it. In the future it will be necessary in the fabrication of this type of feed to use primarily leguminous grasses in the best phase of their development with strict observance of the technological regime.

Naturally, in preparing for the solution of the problems of fodder production next year, we should study them with more determination now during the stabling period. I want most definitely to emphasize once more that the fight to eliminate the consequences of this year's drought is not over, and there are no fewer problems and difficulties on its second front, the front of wintering of cattle than there were last summer. To hold out, to preserve the increase, to obtain the necessary volume of animal-husbandry products--such is the fight and the most urgent task of the day. We must be equal to the task no matter what. Practically there is but one way to do

this--intelligently, competently, cautiously and efficiently as a housewife to deal with available forage resources.

The directives given in this connection at the recently held republic meeting of the aktiv and also at conferences of executive personnel of oblasts and rayons and heads of specialists of farms are most precise.

It would appear that what should be done is perfectly clear and understandable. But those slight positive changes that have taken place in the past 3 weeks provide us with no reason for self-calming. Moreover, at a number of kolkhozes and sovkhozes no sort of arrangements have been planned for the better. Work on them as before goes on without taking into account the created situation and growing demands. No measures have been taken to eliminate mismanagement on animal-husbandry farms. As a result, there is in progress a sharp drop in the productivity of animals, especially the dairy herd, and not just at kolkhozes and sovkhozes, where there is less fodder, but also where there are considerably more than last year. At many places, the requirements of the CPB Central Committee are ignored in regard to purchasing milk from residents of all residential centers without exception.

And it is no accident that the produced target for procurement of milk is not being fulfilled; not a single oblast has even attained in regard to this indicator last year's level. Schedules for delivery of cattle to meat combines have not been met.

Nonetheless some party committees and soviet organs, instead of increasing demands on cadres for their failures, display an unjustified leniency toward them and replace concrete work on fulfillment of the requirements of the CPB Central Committee and the republic government with general declarative appeals. A few days ago, the Central Committee of the Communist Party of Belorussia examined the question of serious defects in the organization of wintering of livestock and unsatisfactory fulfillment of targets for production and procurement of milk and meat on the farms of Postavskiy and Pinskiy rayons, on Voronovskiy Breeding Sovkhoz and on kolkhozes imeni Fal'ko of Dzerzhinskiy Rayon, Yubileynyy of Dobrushskiy Rayon, imeni Kalinin of Mogilevskiy Rayons. The pertinent decree was published in the press. All of you had the opportunity of becoming familiar with it.

The need of adopting such strict measures is dictated by the fact that under the conditions of an exceptionally difficult situation, there is still to be found a group of farm hands and specialists who are displaying an unpardonable slowness, gross absence of discipline, I would even say, criminality and an outright ignoring of the instructions and requirements of the Central Committee on problems of carrying wintering of livestock while taking into account this year's peculiarities.

Here there can be no place for liberalism. Each instance of mismanagement and inefficiency in the organization of feeding and maintenance of livestock resulting in lower production and losses of young stock should be assessed most sharply. At the same time, taking into account the extremely difficult

situation, the measures should be appropriate, up to the replacement of those personnel who, under the existing conditions, turned out to be incapable of fully solving the set tasks for increasing the production and procurement of animal-husbandry products.

In a word, now as never before an iron discipline is needed. The responsibility of cadres, all elements and all ranks should be immeasurably increased for the state of affairs in animal husbandry. Measures of an extreme order should be implemented everywhere. It is necessary to exclude instances where on medium-size and small farms where the main part of animal husbandry products are produced and where in most cases there are no feed shops, feed kitchen or even the most elementary fodder stands and forage is used in unprepared form. The solution of this question is practical, realistically possible and attainable at every kolkhoz and sovkhoz. It only requires a zealous boss and disciplined, performing workers.

With proper organization of work on animal husbandry farms, we have a real possibility of boosting the effective work of fodders by 20-25 percent. And this happens to be that level that would provide us with the necessary productivity of livestock during the stabling period. This means that the pressure for each kilogram of animal-husbandry product must literally grow with each day. Only a high level of organization, efficiency and collectedness, which is now extremely necessary, will contribute to the successful fulfillment of the plans of next year and the five-year plan as a whole. Everything possible must be done to make sure that in the concluding year kolkhozes and sovkhozes of the republic produce for every 100 hectares of farmland 473 quintals of milk and 118 quintals of meat and raise the level of the current year by 7 percent for milk procurement and 8 percent for livestock and poultry. Taking into consideration the existing indebtedness of the past period both in the production and also sale of animal-husbandry products and also the need for fuller satisfaction of the needs of the population for food products, the indicated increases should be considered as minimal.

Realization of the tasks facing us is possible only under the condition that significantly more efforts be applied at each farm and at each animal-husbandry operation as well as at all stages of work to achieve the goal next year, then their effectiveness will be significantly greater than has been the case up to now. First of all, it is necessary to put an end to the republic's chronic lag in milk production.

This problem should be solved while taking into the conditions and realistic possibilities of each kolkhoz and sovkhoz. In our case, not only is the productivity of the milking herd not growing, but its size is increasing exceedingly slowly. While the number of neat cattle in the public sector per 100 hectares of agricultural land has grown in the 4 years of the five-year plan by 6.2 head, that of cows--only 1.9; it now is respectively 600,000 and 185,000 head. As you can see, the annual increase of the dairy

herd did not even reach 0.5 head per 100 hectares of farmland. All this in the final analysis changes but little the state of affairs relating to milk production on the improvement end.

Naturally, it cannot continue in this way. We must work more determinedly and energetically on raising the productivity of dairy cattle. At the same time, it is essential to more actively use such a means for growth for milk production as increasing the number of cows. Everything should be done to increase their density annually per 100 hectares by one head as a minimum so that it would average for the republic by the end of the next five-year plan 25 cows or 35 if you take into account personally owned cattle.

Incidentally, I should like to direct your attention to something quite curious, to what I might call an important rule. It turns out that there exists the following dependence: There tend to be as many cows per 100 hectares as there are quintals of grain per hectare. In a word, if you want to obtain stable grain harvest of 40 or more quintals, you should have no fewer than 40 cows per 100 hectares of farmland.

Further, we should take full advantage of the possibilities existing in the private subsidiary farms of citizens. The task boils down to buying from the population next year no less than 600,000 tons of milk, or more than 600 kilograms per cows, in 1981--700,000-750,000 tons and by the end of the 11th Five-Year Plan--900,000 to one million tons. Party, soviet and agricultural organs, primary party organizations and heads of kolkhozes and sovkhozes must take steps not only to retain the number of cows available to the population but even to have it reach one million head. At the present time, citizens own 960,000 cows.

The fact that the number of cows owned by the population is growing smaller from year to year cannot but help evoke concern. The main reason for this is to be found in the difficulties experienced by owners of livestock in regard to procurement of fodder and its provision with pasturages. This is abnormal. The situation must be rectified.

Gosplan BSSR and the BSSR Ministry of Agriculture, oblispolkoms and rayispolkoms, kolkhozes and sovkhozes should make it a rule to provide for the issue of coarse fodder to citizens maintaining livestock on the basis of the same norms as for the public head, including in this connection appropriate indicators in five-year and annual plans. It goes without saying that what has been said applies to the stabling period. But it should not be limited to this. The personal livestock of the population should be provided with fodder the whole year around. It therefore is necessary to specially establish highly productive cultivated pasturages. In this connection, there should be provided in plans for 1980 and the 11th Five-Year Plan an additional basic improvement of natural fodder fields for these purposes on an annual basis involving an area of not less than 40,000 hectares, including 6,600 hectares in Brestskaya Oblast, 6,000 in Vitebskaya Oblast, 7,600 in Gomel'skaya Oblast, 6,500 in Grodnenskaya Oblast, 8,100 in Minskaya Oblast and 5,200 in Mogilevskaya Oblast, that is, to

establish by 1985 everywhere no less than 0.25 hectare of highly productive pasturage per head of personally owned livestock. Gosplan BSSR, the BSSR Ministry of Agriculture, the BSSR Ministry of Land Reclamation and Water Resources, Glavpoles'yevodstroy and the BSSR State Committee for Sel'khoztekhnika should provide the necessary material-technical and financial resources for this.

At the same time, we should exercise an all-around concern for increasing meat production on personal subsidiary farms, keeping in mind that a significant reserve exists here for adding to our meat balance.

Yes, this entire sector deserves a great deal more attention. Because of it we have real possibilities for markedly increasing fertility of the land. Here 10-12 million tons of high-quality manure are produced annually. Unfortunately, this fertilizer is as a rule constantly being applied to one and the same garden plots located near homes and used primarily for potatoes.

It would be better to include the basic portion of the private plots in the fields of crop rotation. First, this would make it possible to ensure significant mechanization of work, to provide a systematic shift of land plots used for potatoes, which would make easier the labor of kolkhoz farmers, workers and employees and contribute to higher yields and to add thereby to fodder resources for personal livestock. Second, a real possibility is created for applying an additional more than 8 million tons of good organic fertilizer at the very least to one-third of a million hectares of public lands.

Several years ago we made similar recommendations. But, unfortunately, little was done. Party, soviet and agricultural organs in real earnest should deal with this important matter, preferably in the next year or two to transfer everywhere to this system of utilization of private sectors. Of course, the matter should be decided on with the agreement of the actual kolkhoz farmers, workers and employees.

Speaking of the development of meat sectors of the public sector, I would like to emphasize that the main thing here is to achieve a radical shift in the direction of their intensification. At the present time, kolkhozes and sovkhozes are obtaining miserly livestock weight increases, in which connection almost one-third of the fodder resources are being expanded nonproductively without adding to production. This means that a different, qualitatively new approach is required to the organization of fattening of the animals. Here also technological disciplines must be strictly observed. Consequently, we should work in a comprehensive way on the state of affairs in the republic's meat section and effectively solve all organizational, operational and other questions relating to a significant improvement of its operation, creating thereby the necessary preconditions for fulfilling next year's plans and the five-year plan as a whole.

The basis of success in animal husbandry lies in improving work with people directly employed on animal-husbandry farms, improving the organization of

their labor, making effective use of all measures of material and moral stimulation. We are being directed toward this in particular by the recently published decree of the CPSU Central Committee, the USSR Council of Ministers, the AUCCTU and the Komsomol Central Committee "On Launching of the All-Union Socialist Competition of Animal-Husbandry Workers for Increasing the Production and Procurement of Animal-Husbandry Products in the Winter Period of 1979-1980." Its fulfillment must be the center of attention of party, trade-union and komsomol organizations of kolkhozes and sovkhozes, soviet and agricultural organs and all rural cadres.

V

There is still another problem that is becoming increasingly acute in the national economy. As you know, Comrade L.I. Brezhnev in his speech at the plenum of the CPSU Central Committee devoted special attention to problems of improving the operation of transport, which as before remains a weak point with us. It is not meeting the targets of the five-year plan for hauling freight. The efficiency of transport equipment is low. Transport operation, particularly that of railroad transport, is particularly worse this year, which is one of the causes of retardation of the devlopment of the republic's national economy. Instead of speeding up one hour, railroad-car turnover slowed down 1.7 hours. Targets are not being met for railroad-productivity and hauling of freight according to schedule. Downtime of rolling stock under repair has increased and also at technical stations and in empty runs.

Of course, the responsibility for this rests primarily with Comrade Ye.P. Yushkevich and other executives of the system. They must immediately eliminate defects in organization and planning of the transport process and liquidate losses in all of its sections. We need accelerated development of freight management and of the network for preparing cars for loading and of a higher level of mechanization of loading-unloading operations and quality of repair and maintenance of the locomotive park.

Taking into account the difficulties that have arisen in railroad transport, the Central Committee of the Communist Party of Belorussia adopted special decrees providing for measures directed at the intensive use of available transport equipment. But neither Gosplan BSSR nor the Administration of the Belorussian Railroad System, nor the ministries and departments of the republic ensure their full-scale fulfillment. Under the conditions of an acute shortage of railroad cars, their nonproductive downtime in loading operations; because of them losses solely on industrial sidings amounted to more than 70,000 cars. Their chief share belongs to the BSSR Ministry of Procurement. At its enterprises each car during loading and unloading has a downtime of one and a half hours above the norm. Such a situation evidently does not particularly bother Comrade Kalitko. Is it possible to justify the actions of the executives of Mozyr' No 12 Prefabricated Concrete Plant who are constantly bringing up the problem of providing for the haulage of their products while at the same time about 2,000 cars showed a downtime there of above the norm?

As the result of such an attitude toward this, two-thirds of the enterprises do not fulfill norms of rolling-stock downtime while loading and unloading.

The fact is that for the purpose of eliminating strain in provision of cars, we set the task of curtailing downtime by no less than 10 percent of the prescribed norm during loading operations.

The first results showed that with due mobilization of collectives and intensification of control, this task can be fully realized. In November, the ministries of the construction-materials industry and local industry, Belglavneftesnabsbyt, Glavpoles'yevodstroy and a number of enterprises of other departments achieved this. This made it possible for the republic as a whole to stay within the prescribed norm. This is on the average. But the directors of our ministries of procurement, trade, construction and operation of motor roads, the State Committee for Sel'khoztekhnika and the Belorussian Cooperative Union evidently believe that you can work in the old way; they not only did not reduce railroad-car downtime but even increased it.

The Special Commission on Transport of the CPB Central Committee and obkoms, gorkoms and raykoms must instill order in this matter and make strictly answerable those who permit waste in the use of rolling stock; this means up to replacing executives who are incapable of rectifying the situation. It is essential in the future not to slacken control over the operation of transport, especially holidays and days off.

The most serious attention is required in regard to the development of railroad and motor approach routes to enterprises. Probably, only the lack of an understanding of the great importance of this question can explain that allocated capital investment for this purpose is not fully used from year to year and boosting of normative construction time and also the startup of new plants or additional capacities with unfinished work relating to transport are allowed to take place. Even the construction ministries and departments are not carrying out the measures for the development of their own transport operations. Things cannot continue in this way, it is necessary to eradicate such a baneful practice.

In addition to this questions relating to the comprehensive development of transport in industrial zones should be resolved much more energetically. There is also much disorder here. For a long time, the transport schemes of the eastern industrial center of the city of Minsk (Shabany) and Aul's Station serving Azot Association. For more than 5 years, the sidings of the Minsk Refrigerator Plant and the Svetlogorsk Pulp and Paper Plant have remained inactive. Such a situation is to be observed in other places. All this naturally causes serious difficulties in the transport servicing of tens of enterprises and entails significant expenditures. I am of the impression that without the intervention of the Council of Ministers these problems will not be solved.

I cannot but help touch upon another problem. We have already instructed Gossnab, Gosplan and Gosstroy to work out and introduce an optimum scheme of freight shipments, especially construction materials. But no concrete steps have been taken so far. As a result about 9,000 railroad cars a year are diverted for oncoming shipments of concrete materials in the republic. We must put an end to such waste and mismanagement.

Many complaints also exist in regard to the operation of other types of transport, the resources of which are not fully utilized. The operation of motor-vehicle park of the BSSR Ministry of Motor Transport leaves a great deal to be desired. It has a downtime of up to 20 percent of the working time during loading and unloading operations; it works, as a rule, one shift, and 40 percent of its runs are without a load. Cadre turnover is high here, and the material-technical base is developing weakly. The managers of this department should be more energetically engaged in improving the organization of operational work and in bolstering the technical condition of motor vechiles and their effective utilization.

Together with this, the operation of the departmental motor-vehicle transport, which comprises almost 80 percent of the total truck park in the republic, has to be sharply improved. At the same time it carries less than half of the traffic. An increase of its productivity by only 10 percent would make it possible to haul in addition about 40 million tons of the national-economic freight, which is the equivalent of the use of 10,000 motor vehicles. The main direction in the solution of this problem should be the concentration of the motor park at large transport enterprises, the advantageousness of which was convincingly proved by the experience of the BSSR Ministry of Meat and Dairy Industry, the BSSR Ministry of Rural Construction, the BSSR State Committee for Sel'khoztekhnika and the Belorussian Cooperative Union.

A great deal more must be done by our river-transport workers, whose operation has manifestly deteriorated. There are many defects here in the organization of the operation of the fleet and shiprepair plants, and the water routes are in bad condition. Significant capital investment is to be allocated in the 11th Five-Year Plan for the development of this form of transport. The task of Gosplan BSSR and the BSSR Main Administration of the River Fleet is to use it to the best advantage for the purpose of achieving a maximum increase in the volume of shipsments on water arteries.

In other words, all our transport departments will have to work incomparably better and find and put in operation deep reserves for boosting the efficiency of use of the mobile stock. This is an urgent task. At the same time, for the solution of the problem as a whole pressingly requires an accelerating development of transport's material-technical base. These matters must be included in the plans for the development of the republic's transport complex both in the near term and over the long run.

In all parts, in all sectors of operation activity, real conditions exist for us for successfully reaching the designated positions of the five-year plan. The job is everywhere to put in operation existing reserves and means for raising efficiency of production and increasing its volume. The important thing is in the first days and the first months of the new year such a rate and level of indicators as would guarantee us not only the fulfillment but also the overfulfillment of quarterly targets and the annual plan as a whole. The practice of the present year shows that those collectives, which, despite great difficulties of the past winter, started from the very beginning a determined struggle for the realization of the outlined

plans, created a solid beginning and successfully handled the year's program. Such positive experience should be emulated everywhere. Without losing a single day, there should now be created in each labor collective a businesslike and creative atmosphere, one of intense and effective work, ensuring a good beginning and a successful finish to the concluding stage of the Tenth Five-Year Plan.

VI

Comrades! The tasks facing us in the field of the economy require that the entire operation of party committees and organizations and soviet, trade-union and operational organs be raised to an immeasurably higher level. The necessity for this is dictated by the fact that the time of practical preparation for the 26th party congress--the time of responsible political which will decisively determine the character and rhythm of all public life in 1980--is drawing near. In the light of these tasks, there is required a close union of creative initiative and high endeavor of our cadres with the tremendous labor enthusiasm of the masses, painstaking organizational and educational work with a systematic scientific approach to the work with strict discipline everywhere and in everything.

The point of departure for all of us in improving the management of the national economy have to be the conclusions drawn from the lessons of this year, which was a serious test and a probing verification of our cadres' maturity. Those workers passed who did not get flustered under difficult conditions and displayed a high level of organization and a capacity to act while grasping the concrete situation. Some of them, however, in the face of difficulties, were incapable of adjusting themselves and of finding the right way out of an existing difficult situation; they operated in a habitual manner, within the framework of traditional and occasionally of manifestly obsolete methods of management.

Here is a characteristic example. Smorgonskiy and Oshmyanskiy rayons in Grodnenskaya Oblast are located next to each other. The drought affected them equally. Soil conditions favored Oshmyanskiy Rayon, but the end results are the opposite of that. The former was able to elevate people to overcoming the consequences of the situation and to better put in operation all available reserves and also to provide collectivized animal husbandry with fodder and boost its productivity. In Oshmyanskiy rayon, they cringed before difficulties. The party raykom and the rayispolkom displayed placidity; they failed to create in the rural labor collectives the necessary tension, the feeling of great responsibility in each one for the fate of animal husbandry. As a result, there was allowed to occur a sharp drop in milk and meat production, providing a threat to the fulfillment of their procurement plans.

This like many other example bear evidence of the fact that a criterion of the power of our cadres and of their political maturity is the ability to emerge from any, sometimes a most difficult situation with the least cost and to achieve a set goal despite any objective reasons and difficulties. And only those workers are capable of this who organically combine high party spirit with great competence, discipline with daring initiative and a creative approach to the entrusted task.

Departments of the CPB Central Committee, party obkoms, gorkoms and raykoms and primary party organizations should take into account the high requirements of the November Plenum of the CPSU Central Committee and the lessons of this year, deeply analyze the style and effectiveness of all sections of administration, make the proper conclusions from preceding practice and designate realistic ways of improving methods of guiding economic and cultural construction. And they should act here, as was emphasized at the plenum of the CPSU Central Committee, decisively and take other steps--replacing those unable to handle the entrusted task and more boldly promoting to leadership positions energetic and creatively thinking personnel with initiative.

In the spirit of the directives of Comrade L.I. Brezhnev at the plenum, it is necessary to radically improve and here and there seriously restructure the style, form and methods of work of our ministries, departments and other administrative organs and also decisively eradicate empty talk, formalism, playing safe, red tape and other manifestations of bureaucracy. It is essential to eliminate instances where a large-sized and fully qualified system of administrative organs frequently squanders its energies on trifles, favors theoretical bureaucratic methods of management where the greater part of the time and efforts of executives and their subordinates--responsible personnel--are spent on secondary things, on transmitting to each other various instructions, on reports and follow-up reports on their fulfillment through the numerous levels of subordination, the collection and compilation of all kinds, sometimes perfectly unnecessary, papers. And all this is frequently projected and accepted as "energetic, strenuous work."

Some executives assume the responsibility for literally everything and in this way relieve other personnel from the performance of their direct obligations. In some cases this is done through good intentions--out of a desire to do better as much as possible, but this shows the manifest inability to properly organize one's own work and that of the adminstrative apparatus. In others--the desire is to stand out, to show oneself: Look how active and enterprising I am.

What this leads to can be seen in the example of the style of work of the Pukhovichskiy Raykom and its first secretary Comrade M.I. Khovanskiy. I shall say at the outset that Comrade Khovanskiy acts responsibly and works hard. He tries to be everywhere, resolve everything himself and personally deal with everything, give everyone instructions and verify them all. In a word, he is everywhere. But what about the others? All the other executives of the rayon on instructions "from and to," the range of their activities is strictly limited by the limits of these instructions, including those questions which come within their direct responsibility. Replacing others, assuming their functions, Comrade Khovanskiy is at times not completely able to perform that which is assigned to him as number one, as the head of the rayon's party organization. At the same time, the other executives do no work at full power; they work without initiative, like an idling engine. In the final analysis, the work suffers because of this. For several years now, the rayon has been marking time, not realizing the existing possibilites for more rapid development of agricultural production.

Here is another example of a useless style of work, but this time involving an executive at the republic level. The work schedule of Minister of

BSSR Food Industry Comrade A.I. Yerey looks heavy, most businesslike: endless telephone calls and at the same time responsible officials in his office, some with reports, others on special assignment and some simply to show that they are around. In the reception room, the same sort of picture. You get the impression of active and intense work. But this is merely how it looks. In point of fact, things are far from being that. Those subordinates, who spend hours sitting in Comrade Yerey's office or reception room, losing valuable time, should themselves resolve the questions with which they go to him; they should resolve them in the performance of their own duties and in the exercise of their functions and thus assume the full responsibility for their implementation. At the same time, heads of ministries rarely visit their own enterprises. Even this year, which was extremely difficult because of weather conditions, Comrade Yerey was away only 9 days on such trips; the same time away was spent by his deputy Comrade Mayonov, while Deputy Minister Comrade Boyarovich was away even less than that--only 5 days. The need for trips to the locations is obvious. The fact is that at food enterprises and associations, the basic problems of their further development are being solved but poorly; no concern is shown for raising production efficiency, rapid putting in operation and full utilization of production capacities, introduction of new technology and comprehensive mechanization and automation of production processes. The industry as a whole is not fulfilling the five-year plan for production volume and growth of labor productivity and reducing the assortment of products needed by the population.

These and some other examples graphically show that such a pernicious practice of administration is fraught with most serious consequences. Quite possibly the most negative of them is the fact that with such operational organization, where independent work on the part of others is excluded, there is no place for the manifestation of their abilities and talents, initiative and creativity. In a word, the costs of the bureaucratic style are incredibly high.

It therefore must be fought mercilessly and extirpated everywhere. We should reach the point where each worker, no matter where he worked, fulfills the duties incumbent on him from beginning to end. The executive should do what he has been authorized to do better than others, but not for others, not taking upon himself the solution of their questions. People respect and appreciate such a leader, one who is not "one for all" but together with all, one to whom the activity of the collective as a whole is dear, one who knows how to correlate his "I" with everything that includes in itself the capacious concept of "we."

The executive cannot afford to delude himself even when everything is going well. Complacency, resting on one's laurels is a most dangerous disease, which does not provide the possibility of detecting in time developing defects and throttles the ability to engage in a creative search. And this requires strict accountability not only of those who manifestly cause work to fail but also of those who do not use all the possibility existing for the development of production nor show the necessary initiative or socialist enterprise. Such executives among us still have not been transferred.

Kalinkovichskiy Rayon, for example, has relatively favorable natural and economic conditions; here the relative share of improved lands is high. But these resources are being used poorly. In many areas, especially in animal husbandry no progress is to be observed. This has been repeatedly pointed out to the party gorkom. Its first secretary, Comrade I.I. Yakovtsev, promises every time to take effective steps. But no practical conslusion were derived from the criticism. Here lively organizational work is undermined by empty talk, high-sounding phrases and baseless slogans and assurances.

I feel the need to dwell on another essentially important characteristic that is a distinctive feature of the Leninist style of work. I refer to criticism and self-criticism, which should be considered not only from the point of view of improved leadership but also in a broader social-political sense. We must unfailing proceed from the Marxist-Leninist thesis that criticism and self-criticism are a law of life and of party activity, one of the motive forces of the ongoing development of society under conditions of socialism.

"The duty of communists," V.I. Lenin taught, "is not to remain silent about the weaknesses of their movement, but openly to criticize them so as to get rid of them as drastically and quickly as possible" ("PSS" [Complete Collected Works], Vol 41, p 184). This is a rule. This is a fundamental principle on which our party has always based and continues to base all its revolutionarily transforming activities. Translated into the language of prescribed requirements, this principle has become a norm of behavior and of the life position of communists.

Only on the basis of broad development of criticism and self-criticism, can we in time discover defects and blunders in our work, see more clearly what is working out and what as yet is not working out and better understand which administrators measure up to the level and which ones are working poorly. And all this combined is just what is needed to improve all our practice and the state of affairs in the various spheres of economic, social-political and spiritual life.

All-round stimulation of criticism from below is directly connected with the process of the continuing democratization of our society and the constantly increasing involvement of workers in the operation of state affairs. This permits us to accumulate and use for the benefit of the common cause the collective intelligence and put the operation of all our cadres under the everyday control of the masses.

In other words, the use of criticism and self-criticism enriches and makes more effective the system and the whole practical work of management and government, lends them a truly collective character and helps avoid subjectivism, bureaucracy and other defects.

Our task is to see to it that a correct understanding of these exceptional considerations lies at the basis of operation of all parts of the republic party organization, all governmental organs, all cadres.

Obviously no one is going to deny that a change has taken place recently in this matter, especially in the years since the 25th CPSU Congress. Useful steps in the given direction are being taken by many of our party organs. Especially in the work of the Svetlogorsk Gorkom (first secretary--Comrade V.K. Levchik), a desire emerges for efficiency and concreteness and for the solution of all important questions on a collective basis. Inculcating in cadres a respectful attitude in regard to people's opinions, the gorkom is increasing its demands on those who are not inclined to judge critically the results of their activity and who silence criticism from beneath. All this improves the situation and helps to conduct affairs in the rayon on a higher level. Proof of this is to be found in the rather successful overcoming of the negative consequences of the drought, which, putting it bluntly, was especially severe. Positive examples in this connectioncould be found in a number of CPB gorkoms and raykoms and, of course, many primary party organizations.

But can we say that here in our case everything has been accomplished?

Of course, not. Unfortunately, there are still encountered, albeit not frequently, instances where the value of criticism is belittled, where critical comments are not taken into account or even get a hostile reception, where people disclosing defects are slighted or even persecuted. Let us say such instances are not frequent. But they are still to be found and we cannot allow ourselves to be satisfied, since the harm they cause is great. For such actions many workers are punished, many are removed from their jobs. At the same time, cases of suppression of criticism continue to happen.

Some executives still have not been shifted who look upon criticism as an encroachment on their authority and even on the prestige of the collective as a whole. Such people tend to gloss over or not to notice defects, not to remove, as they say, rubbish from the house. It does not occur to them that without the rubbish the "house" would be cleaner and lighter, that the ability to look critically at one's own deeds has always been and continues to be for us, in the words of V.V. Mayakovskiy, the best proof of our cleanliness and strength.

What is the primary cause of such occurrences?

First of all, a lack of the necessary political maturity on the part of executives. The attitude toward criticism is that touchstone for testing the worth of cadres, the level of their party character. Each executive, if he is really a serious executive, if he really tries to achieve progress in the entrusted task and to work better today than yesterday, cannot but help be interested in the development of criticism and in encouraging it in every possible way. I will say more--this must be his first inner need, inasmuch as only on the basis of collective opinion is it possible to soberly evaluate what has been achieved and to know what hinders the work, where the causes of the defects lie and how realistic are the methods of their elimination. All our party committees and organizations are called upon to work in this way, to inculcate in cadres such a spirit.

Whereas the development of criticism is one of the most important signs of cadres' political maturity, its underestimation, regardless of what form it

might take, is a symptom of a serious malaise of the executive. As a rule, those, putting it plainly, who do not like criticism suffer from such failings as conceit, arrogance and an overestimation of their abilities and capacities. I am firmly convinced that a person who has stopped keeping track of his own defects, listening to the voice of the masses and critically evaluating the results of his own activity, is incapable of making the slightest progress. And this means that he may not and must not remain in a supervisory position.

And what is characteristic is the fact that the failings under discussion are, of course, not innate but acquired. We sometimes spoil a person. We shower much praise on him, sometimes for his contributions and sometimes without adequate reason. As for defects, we are reluctant to point them out, considering it embarrassing. Some people are not spoiled by such "tact," others gradually begin to believe in their exceptionality, and this in one way or another results in the loss of the worker.

Something comparable occurred to Comrade M.A. Zyuzin. At one time he enjoyed a good reputation. He was deservedly promoted, entrusted with responsible positions in soviet and party organs up to first deputy chairman of the oblispolkom. But, while rapidly moving up the official ladder, he began to increasingly believe in his own infallability and took a passive attitude in regard to work, resorting on a mounting scale to repasts with drinks. This did not receive a proper and early assessment by the Mogilevskiy Obkom. As a result, things went too far and it became necessary to relieve Comrade Zyuzin of the position he held. But liberalism took the fore here too. He was given another managerial post, being made chief of the oblast association of grain products and mixed feed industry, where he, by the way, continues to work not as he should.

The ability to critically and correctly grasp accumulated experience, to be sensitive to the opinion of others and the capability of using this opinion in one's work and of relying on the collective intelligence constitute a great skill for the executive. And everything possible should be done for each one of us to master this. The microclimate of the collective depends to a tremendous degree on the personal qualities of the person who is at the head of that collective. A healthy atmosphere conducive to the creation of an environment in it can only happen with the existence of the possibility of freely expressing one's opinion to any worker and with an attentive attitude on the part of the supervisor toward him, that is, with his proper acceptance of the criticism.

For example, what sort of normal atmosphere could there be at the collective of the Brest Belmyasomoltrans Motor-Transport Depot. Here Comrade M.I. Tarasov, a CPSU member, has been working as an engineer since July 1976. He was considered positively, being twice elected chairman of the local committee. But once he ventured to come out with a criticism of the management of the motor-transport base, steps were taken to persecute him. Comrade P.M. Svetkin, the director of the motor-transport base, issued four disciplinary penalties in a six-month period and twice put out orders on firing him from work.

The primary party organization not only did not put an end to the illegal actions of the administrator who had lost all sense of moderation, but even took on the role of his supporter. A case was quickly made up against Comrade Tarasov and he was given a strict reprimand with a notation to that effect being made in his record book. Neither the Leninskiy Raykom nor the Brest Gorkom got to the bottom of this case. Now it is a matter for the obkom. Let it now do what is necessary with regard to those who embarked on the path of reprisal for criticism and also those who pandered to it.

Socialism possesses that inner strength, that vitality and historical optimism, which allow it to openly acknowledge existing defects. A critical approach to real occurrences and incidents serves as evidence of the strength of our system. Principled, constructive criticism of defects and lapses ought to contribute to improved working capacity, discipline and responsibility of cadres and to all-out improvement of work in all areas.

At the present time when a sharp turn is being made in the direction of intensive methods of management and in regard to questions of boosting efficiency and quality of production, the role of criticism and self-criticism in the struggle against obsolete ideas, pernicious practices and everything that hinders our forward advance is immensurably growing.

The November Plenum of the CPSU Central Committee was especially pointed in bringing up the question of further strengthening of discipline. I mean discipline at all levels, in all places. And here we should be firmly and consistently guided by the basic instructions of Comrade L.I. Brezhnev in regard to the fact that we need "...not only words about discipline. Not only appeals to order. But first of all--painstaking daily organizational work, a clear-cut verification of execution and a carefully thought out cadre policy. We need to effectively, sharply react to manifestations of mismanagement, violations of set plans, rules and norms."

Unfortunately, even today it is necessary to note that some of our executives, even of a very high rank, in applying discipline, organization and order, restrict themselves to appeals, numerous discussions on this theme, and sometimes they themselves display irresponsibility and an easy-going attitude toward adopted decisions. I have already cited examples of this kind. And I could continue this.

Thus, in October of this year, the Bureau of the CPB Central Committee examined the matter of the unsatisfactory progress in the construction of facilities in a number of sectors of industry in the republic. Ministers Comrades I.M. Mozolyako and I.A. Antonovich gave assurances that they would take the necessary steps for unconditional fulfillment of plan targets. Two months have passed since that day. But no particular changes can be observed. Whereas at installations scheduled to go into operation, the situation has improved somewhat, in the utilization of facilities as a whole, it has even deteriorated. This means that the word of the referred to executives has not been backed up so far by real deeds.

One more example. We have repeatedly demanded intensification of the struggle against such ugly manifestations prevalent among a portion of our

our cadres as subsequent insertions [pripiski] and eyewash. But some party party committees and organizations, heads of ministries and departments have taken no steps in this direction and, as they say, have not even lifted a finger.

A selective check of the reliability of statistical reporting established that 43 percent, that is, almost half of the enterprises and organizations of those that were checked, proferred to statistical organs distorted data. Subsequent insertions in construction, instead of decreasing, have been increasing with each year. In the 3.5 years of the current five-year plan, they were found to involve more than 40 million rubles. Compared to the corresponding period of last year, they increased this year sevenfold in subordinate organizations of the BSSR Ministry of Land Reclamation and Water Resources, fivefold for the Ministry of Construction and Utilization of Roads and almost twofold for the Belorussian Union of Consumers Societies. And if those who head these departments are unable to put order in them, then, obviously, the time has come to make them strictly accountable.

Unfortunately, many cases are to be found where even administrators at the republic level create wittingly or unwittingly through their absence of principle conditions for a free and easy life for all kinds of operators, thieves and other squanderers of the people's property.

For example, the BSSR Ministry of Finance disclosed major violations of financial discipline at the Rassvet Association of the Vitebskaya Oblast Administration of Consumer Services and sent the material of the check to the BSSR Ministry of Consumer Services for its response. But the deputy minister, Comrade L.K. Kuish, instead of taking decisive steps to cut short the outrages, turned over the materials--to whom would you think?--to the very violators. The Ministry of Finance then turned a second time to the administration of the republic's consumer services with the request to make the guilty persons accountable. But then Comrade Kuish again retreated in essence from an examination of the question; she once more turned over the materials to the Vitebskaya Oblast Administration of Consumer Services, whose former chief, as it turned out, protected the fakers and embezzlers, who had caused significant losses to the state. Thus the bureaucratic mishandling by one of the ministry's administrators played into the hands of people with an unclear conscience and resulted in tremendous material and moral damage.

A principled assessment should be made and the appropriate conclusions should likewise be made up to removal from their positions of those persons who act irresponsibly to the entrusted task and are unable to ensure a high level of organization and order, cannot display initiative and violate party, state, planning and financial discipline. It is time to put an end to such nefarious practice where the same workers who do damage to work or cause it to fail move from chair to chair, replacing each other. This discredits in the eyes of people the very calling of the executive. No one must be permitted to retreat even one step from the requirements of the party's bylaws, from principles operative in the party and from the laws of our state.

The decisions of the plenum of the CPSU Central Committee demandingly require of us to wage an uncompromising fight against all alien displays in the functioning of our economic organism. For this, all forms of control should be used full strength. Moreover, it should be stricter and more demanding. In this connection, committees, groups and posts of people's control are called upon to act more energetically; they should receive greater assistance and support from party committees and organizations. It is essential, as was emphasized at the plenum of the CPSU Central Committee, to include the multithousand army of patrols in the general struggle to raise the level of operational work, to fulfill plan targets and to strengthen state discipline. They must fully utilize the rates granted by the law on people's control. Intradepartmental control should also be raised to the necessary level.

It cannot be considered right that the administrative apparatus of many sectors of the republic's national economy is being rapidly expanded and far from in proportion to the growth of production. At the present time, there is on the average one employee of the managerial apparatus in the republic per four workers. Their relative share has increased significantly in the total number of persons working within the system of the BSSR Ministry of Housing and Municipal Services, the Ministry of Construction and Utilization of Roads, the Ministry of Land Reclamation and Water Resources, the Ministry of Fuel Industry and the Main Administration of the River Fleet.

To increase the size of the administrative apparatus, the heads of a number of sectors have been actually violating staff-budget discipline. At each third of the 23,700 enterprises and organizations checked in 1976-1978, there were disclosed illegal payments for the maintenance of supernumerary personnel, which were found to number almost 9,000 with a monthly wage fund of roughly 900,000 rubles. Moreover, about 3,500 employees received boosted salaries. The overexpenditure of funds for the maintenance of the administrative apparatus amounted to 11 million rubles for these years.

In a desire to prevent curtailment of the administrative apparatus at any price, some directors make use of circus balancing techniques. In 1977, the same BSSR Ministry of Food Industry reported on reduction of allocations for administration in the amount of 307,000 rubles; at the same time it permitted an overexpenditure of 356,000 rubles of these funds; in 1978, the figures were respectively 233,000 and 220,000 rubles.

In this race for increased size of the administrative apparatus, which is not justified either by economic considerations or by healthy commonsense, the absolute record was set by the BSSR Ministry of Rural Construction. As an example, in the Vitebsk Mobile Mechanized Column of this ministry, there are for 60 workers 30 administrative employees, at the Chausy--96 and 34, respectively, the Bragin--62 and 23 and at the Khotimsk--111 and 38.

In recent years, there has been observed an outright swelling--it can't be called by any other name!--of the central apparatus of the republic's ministries and departments. Compared to 1975 the apparatus staff of the Ministry of Light Industry grew by 45 percent, the Ministry of Food Industry--by 51 percent, the Ministry of Land Reclamation and Water Resources and Ministry of Construction and Utilization of Roads--by 33 percent, the

Ministry of Housing and Municipal Services--by 24 percent. And this has happened at a time when these departments were in the active process of converting to two- and three-link system of administration, one of the central tasks, of which was reduction of the size of the administrative apparatus, improved efficiency of its operation and strengthening of direct ties with production.

With our further development, the sphere of services for the population may quantitatively expand, but by no means the sphere of administration as it is understood by some. The impression is created that many heads of ministries and departments try to solve the increasingly complex and large-scale tasks they are faced with by number rather than by ability, literally forcing the creation of new administrative-apparatus staffs for this. Such a practice contradicts the very character of the tasks facing us, the principles of socialist management at the present stage and the course of the party for a high level of efficiency and quality of labor in all sectors.

Seemingly a major portion of the fault for the swelling of the administrative apparatus lies with the leadership of the BSSR Ministry of Finance, which with ununderstandable ease submits to the persuasions of some heads of ministries and departments; it is led by them by the bridle, permitting the squandering of the people's funds.

Recently, in many ministries and departments, enterprises and associations, there have been appearing and growing like mushrooms after a rain all sorts of services, research and computer units, laboratories, centers and the like. They employ many people, but are of little palpable use. By way of example, the work force of the 25 information-computer centers and calculating machine stations grew 30 percent in the last three years. At the present time this means a work force of almost 7,000 persons. The government, Gosplan and the heads of ministries and departments of the republic should carefully determine which of them are really needed and which can be done without.

In the solution of the tasks put forward by the November Plenum of the CPSU Central Committee, the role of soviets of people's deputies--competent organs of state power in the localities--should be enhanced in every possible way. The new USSR Constitution opened up unlimited possibilities for their operation. Recently, quite a bit has been done to strengthen their material base, but the level of work of many soviets remains as before. Let us take, for example, Minsk Gorispolkom. In a number of its administrations and in some of the city's rayispolkoms a formal bureaucratic style has become ensconced. Their executives and staff workers have skillfully learned how to avoid solving the urgent and arising problems that would be inherent in a city of more than a million. In the operation of the gorispolkom as in individual rayispolkoms there is a lack of initiative, consistency and purposefulness. And this is at a time when there are many serious defects in the operation of institutions of housing and municipal services, transport and capital construction and medical institutions; questions are being poorly solved in regard to public services and amenities and development of trade and everyday-service enterprises; the level of services for the population is low.

It is no accident that this year every second visitor to the reception office and departments of the CPB Central Committee is from Minsk and almost every third letter coming to us is from Minsk. Furthermore, most questions which the people bring up go for consideration and resolution to Minsk Gorispolkom, rayispolkoms and other of the capital's city and rayon organizations. It is extremely deplorable that a person before coming or sending a letter to the CPB Central Committee has to shuffle to various reception rooms in Minsk, visiting one and then coming back two or three times without having his questions resolved. The fact is that executives of Minsk Gorispolkom and some rayispolkoms candidly and unceremoniously avoid the solution of pointed problems and, using all sorts of pretexts, even avoid meetings and talks with people. The deputy chairman of the ispolkom, Comrade A.F. Lazaruk, suffers in particular from this pernicious style of work.

It cannot be said that the executives of the gorispolkom and of many of the city's rayispolkoms were shown obvious lapses, worthless style of work and elements of irresponsibility. Even in May of last year during the examination of the question of publication in the newspaper SOVETSKAYA BELORUSSIYA letters of a war veteran entitled "A Long Road in Fourteen Years," the Bureau of the CPB Central Committee disclosed major defects in the work of Minsk's soviet organs through letters of workers and then for reasons of a formal bureaucratic attitude toward the needs and petitions of people strictly punished the former chairman of Leninskiy Rayispolkom of Minsk Comrade V.A. Golovatskiy. But, as can be seen, the necessary conclusions from this decision were not made.

Moreover, here are to be found impermissible indifference and a careless and at times provocative attitude toward criticism, alien to the norms of party life, in regard to soviet and even the party organizations of Minsk. Here is one example. This year the newspaper SOVETSKAYA BELORUSSIYA repeatedly criticized major defects in the operation of city transport, trade and in the registration and use of halls of public-eating enterprises and about growth of drinking in courtyards and entrances and the nonrational location of places selling alcoholic drinks. The questions raised by the paper were in general either ignored or considered only formally without the necessary conclusions being drawn and the necessary measures being taken, and the head personnel of the gorispolkom put out formal bureaucratic replies.

Incidentally, the cited cases of improper reaction to comments in the press are not the only ones. They are also to be found in other places. Consequently, some people will have to be set right. Every supervisory worker must understand that the function of the press, the purpose of its critical publications are to help us fight every kind of negative phenomena and the wrong actions of heartless personnel, undisguised and confirmed bureaucrats that are still to be found.

We value the efforts, for example, of the newspaper PRAVDA, which has recently been putting out materials of a critical character on Belorussia, perhaps no less than those of our republic press. This helps us to better see our failings and here and there even blunders and even to improve the style of work of all parts of our administrative apparatus. Finally, those comrades are wrong who say there may be formed in the union reader a

one-sided picture of Belorussia in connection with the fact that the newspaper PRAVDA seemingly shows a preference for critical articles in regard to our republic. Achievements attained will always remain achievements regardless of whether they are written about or not. But defects that are not discovered and continue to remain exert an ever-growing negative influence on the course of our affairs, that is they acquire an increasingly dangerous character.

The whole complex of organizational and educational measures, our whole multisided mechanism of influencing the consciousness and behavior of people will produce the desired result only in those cases where party organizations, soviet organs and operational directors display maximum concern and attention toward people and for the satisfaction of their everyday needs and requirements and ensure the creation in each worker collective an exceptionally favorable, Leninist businesslike and demanding atmosphere of the search for new solutions, new reserves of production, human will, intelligence and spirit. Translated into concrete language, this means that our cadres in the localities should study exhaustively the mood and needs of workers and have complete mastery of the situation, while the main thing is that they should correctly, promptly and fully resolve the problems arising in collectives and in individual workers and act with the humaneness and good will inherent in communists with respect to proposals and critical comments of people and the satisfaction of their just requests and requirements.

Practice has developed many interesting forms of dealing of supervisory personnel with people and studying their needs and requirements. These are the single days of reception at institutions and organizations and labor collectives and single political days on the scale of cities and oblasts, appearances of speakers, information-propaganda groups of party committees, work at the place of residence of the population, contributions to the solution of many vitally important problems arising among people in a working atmosphere and environment.

In Minsk and in other cities and rayons of the republic, political work at the place of residence of workers has recently become more lively and more effective. But as yet not all of our cadres have absorbed the elementary truth that political-educational, cultural mass measures that are being impoemented where people live have to be carried out inseparably with measures for improving the conditions of their mode of life.

In this connection there should be refined the routine and conditions of operation of cultural institutions, sports bases and halls and other institutions of the service sphere so that their basic activities occur on holidays and days off, in the evening time, in other words, when people have free time. And so that a material base of culture and recreation, regardless of departmental affiliation is accessible to all, especially children and young people living in the given microrayon.

Comrade L.I. Brezhnev's speech at the plenum of the CPSU Central Committee and the well-known report of Comrade M.A. Suslov clearly delineate the main directions and content of ideological activity at the present stage. In

all of our organizational and political work on the realization of the social-economic program, the forefront must be occupied by questions of qualitative indicators, all-out support and wide-scale adoption of such forms and methods of production organization as would provide first of all a sharp boost labor productivity, questions of universal application of a strict regime of economy, rational utilization of raw and other materials and financial resources and an uncrompromising fight with violations of labor and state discipline, sloppiness and lack of discipline.

In employing the whole arsenal of means of ideo-political influence, it is for each of our workers to make a deep study and to absorb the decisions of the November Plenum of the CPSU Central Committee and theses and conclusions contained in Comrade L.I. Brezhnev speech. What is needed here is not elementary enlightenment but serious, painstaking work in each labor collective, a thorough analysis of operational activity and disclosure of reserves and capacities for growth of the economy in the spirit of the requirements of the party.

Primary party organizations and their agitation and propaganda aktiv, which are quite familiar with the situation at their enterprises and construction projects, kolkhozes and sovkhozes, shops and brigades are obliged without further ado to translate the party's general political directives and demands onto the plane of living practice and to concretize them in reference to the conditions of each labor collective. They are called upon to awaken in the soul of every worker the feeling of a full-pledged master of production, to establish in him a statelike probing attitude in regard to everything that happens around him and to increase responsibility for the entrusted task.

There will have to be created in all sectors of the economic front a moral and psychological atmosphere most conducive to the development of labor and social activity and the initiative of people. An essential condition of this is in addition to everything else their broad acquaintanceship with topical problems that have to be solved and with bottlenecks that must be eliminated, as well as difficulties that should be overcome as quickly as possible. Only with such conditions can the will and energy and all the inexhaustible creative resources of workers be fully mobilized in the name of achievement of targeted goals.

It is therefore extremely important that mass political work, articles in the press and broadcasts on television and radio contain less chatter, ostentation and sham zeal, do not sidestep pointed problems or keep silent about defects and difficulties existing in real life. Truthful and candid, well-reasoned and proof-containing discussions with people have been and still constitute an intrinsic Leninist principle of agitation and propaganda. Strictly guided by it, as demanded by the CPSU Central Committee decree "On Further Improving Ideological, Political-Educational Work," the means and power of mass political propaganda and agitation are intended to help form right public opinion and mood.

The very first duties of cadres and all organs and institutions engaged in ideological work, especially our press, is to wage a precision fire on lapses and defects and with knowledge of the work to investigate their

causes, to reveal the specific people at fault and to look for means of eliminating obstacles in the way of a dynamically developing economy and to passionately affirm all that is new and progressive.

All mass agitation and propaganda work in connection with the forthcoming elections to the BSSR Supreme Soviet and local soviets of people's deputies must be subordinated to raising the political and labor activity of our people and mobilizing their efforts for the fulfillment of the decisions of the 25th party congress, the November Plenum of the CPSU Central Committee, the directives and recommendations of Comrade L.I. Brezhnev and the targets for 1980 and the five-year plan as a whole.

The Bureau of the CPB Central Committee has approved the plan for conducting the elections campaign. In implementing it, party committees and organizations, ideological cadres and the aktiv must concentrate their attention on a clear and convincing revelation of the nature and indisputable advantages of the Soviet way of life and the many-sided activities of Lenin's party and the Soviet state aimed at the further strengthening of the might of our motherland, improvement of the well-being of workers and strengthening of peace. Agitation and propaganda activity should be distinguished everywhere by its efficiency and concreteness. Special attention should be given to effective and qualified explanation of current events so that the proposals of voters on improving production, mobilizing all reserves and resources for the successful fulfillment of plans and adopted commitments are studied attentively and carefully realized. All this work should be conducted within the context of active preparation for the 110th anniversary of Vladimir Il'ich Lenin's birth. The workers of the republic, as of the whole country, are enthusiastically responding to the call to make 1980 a year of shock work, Leninist work.

Permit me to express the confidence that communists and all workers of our cities and villages, in going to greet this date, close to the heart of every Soviet individual, and the forthcoming 26th CPSU Congress, will work with all their energies, initiative and creativity on the unconditional attainment of the tasks set by the party so as to ensure a successful finish for the 10th Five-Year Plan. (continuing applause)

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